

BOARD OF GOVERNORS
October 3-4, 2019
Colorado State University
Lory Student Center, Longs Peak Room

THURSDAY, OCTOBER 3, 2019

Board of Governors Breakfast, Room 304-306	8:00 a.m. – 8:30 a.m.
Student Veterans Discussion with Board of Governors	8:30 a.m. -9:00 a.m.
COMMENCE BOARD MEETING – CALL TO ORDER	9:00 a.m. – 5:00 p.m.
1. PUBLIC COMMENT 4	9:00 a.m. – 9:15 a.m.
2. BOARD CHAIR’S AGENDA 5	9:15 a.m. – 9:20 a.m.
3. AUDIT AND FINANCE COMMITTEE 6 <u>Kim Jordan, Chair</u> <i>Audit Items</i> <ul style="list-style-type: none">• Status of FY 2019-2020 Audit Plan 9• Review of Audit Reports Issued 11• Status of Past Due Audit Recommendations 15 <i>Finance Items</i> <ul style="list-style-type: none">• State Budget Update 18• Campus Budget Updates with Tuition Discussion 19• CSU System Treasury Update 24<ul style="list-style-type: none">○ CSU System Debt Capacity Update• Meridian Village and LSC and Adult Learner and Veteran Services Project Plan of Finance 39• Action on Eighteenth Supplemental Resolution System Enterprise Revenue Bonds 2020 68	9:20 a.m. – 10:50 a.m.
BREAK	10:50 a.m. – 11:00 a.m.
4. CSU-PUEBLO REPORTS 95 <ul style="list-style-type: none">• Student Report – Presented by Kacie Adair 96• Faculty Report – Presented by Matthew Cranswick 99• President’s report – Presented by Tim Mottet 103<ul style="list-style-type: none">○ Vision 2028 Metrics 107	11:00 a.m. – noon
LUNCH – Discussion with Extension Professionals	12:00 noon – 1:00 p.m.
5. ENGAGEMENT/EXTENSION REPORT - Reagan Waskom 116	1:00 p.m. – 1:40 p.m.
6. CSU GLOBAL REPORTS <ul style="list-style-type: none">• Student Report – Presented by Nicole Hulet 134• Faculty Report – Presented by Harriet Austin 135• President’s Report – Presented by Becky Takeda-Tinker 137<ul style="list-style-type: none">○ E-Sports	1:40 p.m. – 2:10 p.m.

Colorado State University System
Board of Governors Meeting Agenda
October 3-4, 2019

- 7. ANNUAL PUBLIC SAFETY REPORTS/CLERY REPORT 153** 2:10 p.m. – 2:50 p.m.
CSU-Pueblo – Johnna Doyle 161
CSU – Jannine Mohr 207
- 8. REAL ESTATE/FACILITIES COMMITTEE 275** 2:50 p.m. – 3:20 p.m.
Steve Gabel, Chair
Executive Session
Open Session
Action on CSU Pueblo Right of Way Dedication – Extension of Walking Stick Blvd. 280

BREAK

- 9. EXECUTIVE SESSION** 3:30 p.m. – 4:15 p.m.
- 10. EVALUATION COMMITTEE – (Executive Session)** 4:15 p.m. – 5:00 p.m.
Jane Robbe Rhodes, Chair
- BOARD OF GOVERNORS DINNER**, Elizabeth Hotel, Chestnut room 6:00 p.m.
111 Chestnut Street (*Social Event*)

FRIDAY, OCTOBER 4, 2019

- Board of Governors Breakfast, Room 304-306 8:00 a.m. – 8:30 a.m.
- Non-Traditional Students Discussion with Board of Governors 8:30 a.m. – 9:00 a.m.

RECONVENE BOARD MEETING 9:00 a.m.

- 11. ACADEMIC AND STUDENT AFFAIRS COMMITTEE 281** 9:00 a.m. – 9:30 a.m.
Dean Singleton, Chair
- New Degree Programs
 - CSU, Master of Public Policy and Administration 283
 - CSU-Global, Master of Science in Computer Science 302
 - Faculty Manual Changes
 - Section E.12 315
 - Action on CSU-Pueblo renaming the College of Humanities and Social Science (CHASS) 326
 - CSU Online Report 328
 - Minority Faculty Counts Update
- 12. COLORADO STATE UNIVERSITY REPORTS 344** 9:30 a.m. – 10:30 a.m.
- Student Report – Presented by Ben Amundson 345
 - Faculty Report – Presented by Stephanie Clemons 348
 - President’s Report – Presented by Joyce McConnell 351
 - Medical School Update – Suzanne Brandenburg, Mark Stetter and Brett Anderson 363
- 13. CHANCELLOR’S REPORT 376** 10:30 a.m. – 11:10 a.m.
- Government Affairs Update
 - Strategic Mapping Update 379
 - Enrollment Reports – CSU, CSU-Pueblo and CSU Global Campus

- 14. APPROVAL OF CONSENT AGENDA 396** 11:10 a.m. – 11:15 a.m.
- A. Colorado State University System
 Minutes of the August 8, 2019 Meeting and Committee Meetings
 Minutes of the August 9, 2019 Meeting and Committee Meetings
 Minutes of the September 9, 2019 Special Board Meeting
 - B. Colorado State University
 New Degree Program: Master of Public Policy and Administration
 Faculty Manual Change: Section E.12
 - C. CSU-Global Campus
 New Degree Program: Master of Science in Computer Science

15. BOARD MEETING EVALUATION 11:15 a.m. – 11:15 a.m.

ADJOURNMENT 11:15 a.m.

Next Board of Governors Board Meeting/Retreat: December 5-6, 2019, Denver

APPENDICES

- I.* Construction Reports 415
- II.* Correspondence 422
- III.* Higher Ed Readings 442

Section 1

Public Comment

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Section 2

Board Chair's Agenda

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Section 3

Audit and Finance Committee

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT and FINANCE COMMITTEE MEETING AGENDA
October 3, 2019**

Audit

1. **Discussion/Presentation** – Status of FY 2019-2020 Audit Plan 5 min.
2. **Discussion/Presentation** – Audit Reports and Recommendations 10 min.
3. **Discussion/Presentation/Action** – Status of Past Due Recommendations 5 min.

Finance

4. *Discussion/Presentation* – State Budget Update 10 min.
5. *Discussion/Presentation* – Campus Budget Updates with Tuition Discussion 20 min.
6. *Discussion/Presentation* – CSU System Debt Capacity Discussion 30 min.
7. *Discussion/Presentation* – Program and Plan of Finance CSU Meridian Village and the Lory Student Center & Adult Learner and Veteran Services Project 30 min.
8. *Approval* – Eighteenth Supplemental Resolution System Enterprise Revenue Bonds 2020 5 min.

Board of Governors

Audit and Finance Committee

October 3, 2019



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS

Item #1

Status of FY2019-2020 Audit Plan

COLORADO STATE UNIVERSITY SYSTEM

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COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS



**COLORADO STATE UNIVERSITY SYSTEM INTERNAL AUDITING
STATUS OF FISCAL YEAR 2020 AUDIT PLAN**

Completed Audits		
Institution	Audit Area	Status
CSU-P	Accounts Receivable Audit (Carryforward)	Report 20-01
CSU	CVMBS Financial & IT Review (Carryforward)	Report 20-02
CSU	Continuous Auditing (Carryforward)	Report 20-03
CSU	CSU Health Network Insurance Billing (Carryforward)	Report 20-04
CSU	Facilities Planning, Design, and Construction Audit (Carryforward)	Report 20-05
CSU-G	CSU-Global Human Resources Audit (Carryforward)	Report 20-06
CSU	VP Enrollment and Access Audit (Carryforward)	Report 20-07
CSU	Athletics Compliance Audit (Carryforward)	Report 20-08

In Progress Audits							
Institution	Audit Area	Timeline					
		Jul	Aug	Sept	Oct	Nov	Dec
CSU	President's Office Transition Audit	Green	Yellow	Red			
CSU-P	Human Resources/Payroll Audit (Carryforward)	Yellow	Yellow	Red			
CSU-P	Athletics Special Project		Yellow	Red			
CSU	Title IX Controls Audit – Phase I (Carryforward)	Green	Yellow	Yellow	Red		
CSU	Office of Sponsored Program Cont. Audit	Green	Yellow	Yellow	Yellow	Yellow	Red
CSU	CSU International Programs Transition Audit			Green	Yellow	Yellow	Red
CSU	CSU Health and Human Sciences Transition Audit			Green	Yellow	Yellow	Red
CSU	CSU Campus Card Management System Audit			Green	Yellow	Yellow	Yellow

Remaining Audits							
Institution	Audit Area	Timeline					
		Jul	Aug	Sept	Oct	Nov	Dec
CSU	CSU Tax Compliance Audit					Green	Yellow
CSU-P	CSU-Pueblo Internal Controls Consultation					Green	Yellow
CSU	CSU VP Engagement Transition Audit						Green
CSUS	CSU System – Treasury Cash Controls Audit						
CSU	CSU Decentral Data Security Control Audit						
CSU	CSU Advancement Follow-up Testing						
CSU	Title IX Controls Audit – Phase II						
CSU-G	CSU-Global Student Financial Aid Audit						
CSU-P	CSU-P Data Security Controls Audit						
CSU-P	CSU-P Assessment of IT Risk Consultation						
CSU-P	CSU-P Office of Research & Spons. Programs Audit						
CSU-P	CSU-P Student Financial Services Audit						
All	Audit follow-up	Ongoing					
All	Hotline follow-up, investigations, and special projects	Ongoing					

Timeline Adjusted Due to Special Project
 Planning
 Fieldwork
 Reporting

Item #2

Audits Issued Since Last Committee Meeting

COLORADO STATE UNIVERSITY SYSTEM

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Division of Enrollment and Access Transition Review – Colorado State University

EXECUTIVE SUMMARY

August 1, 2019

Background Information

The Division of Enrollment and Access's (Division) mission is to set the standard in meeting the undergraduate access, enrollment and completion goals of Colorado State University (CSU). This mission is accomplished by engaging, recruiting, enrolling, supporting and graduating students. The 2018-2019 academic year marked 11 consecutive years of record enrollment figures for CSU. Division staff is passionate about, and focused on, helping students attain their educational goals. The four units within the Division are:

- Access Center
- Office of Admissions
- Office of Financial Aid
- Registrar's Office

The Division has experienced several changes in leadership in the past two years, including the positions of vice president, assistant vice president, admissions director, and the director of financial aid.

Scope and Objectives

This transition review was performed to assist the Division in identifying organizational risk and to provide recommendations to the Division Vice President for process/control enhancements. The review covered financial activity for Fiscal Year 2019 as well as current processes, policies and procedures.

Specific objectives of the review were to:

1. Verify that Division mission, goals and objectives exist, and determine whether they are measurable and periodically evaluated.
2. Evaluate the Division's risk management process.
3. Evaluate the adequacy of key internal controls.
4. Evaluate risk of fraud in the admissions process and the internal controls in place to mitigate the risk.

Results and Conclusions

The initial risk assessment process calculated this as HIGH risk operation. During the review, we assessed controls, processes and procedures designed to mitigate risks. Based on the review, we concluded that the risk mitigation activities provide a MEDIUM residual risk level.

Generally, we observed that the Division is built upon a good foundation. The tone-at-the-top is one of excellence and is centered on students. We identified opportunities for improvement and made ten recommendations to further improve operations. Conclusions by audit objective are below.

- **Strategic Planning:** Mission, goals, and objectives exist and are periodically evaluated. Goals and objectives are not always measurable and time-bound; therefore, we made two recommendations to improve goals and objectives.
- **Risk Management and Internal Controls:** Division management is aware of the risks associated with its operations. The system of internal controls within the Division is well established and generally adequate. We made eight recommendations to further improve operations.
- **Risk of Fraud in Admissions:** The risk of fraud in the admissions process at CSU is low. There are adequate internal controls in place. We have no recommendations pertaining to the risk of fraud in the admissions process.

We have discussed all findings and recommendations with management, and are satisfied that completion of the proposed actions will mitigate the issues noted. Details may be found in Audit Report 20-07 issued the same date as this Executive Summary.

We would like to express our appreciation to Division management and staff for their assistance and cooperation during the review.

Susy Serrano – Director, Internal Auditing



Audit of Athletics
Colorado State University

EXECUTIVE SUMMARY
September 18, 2019

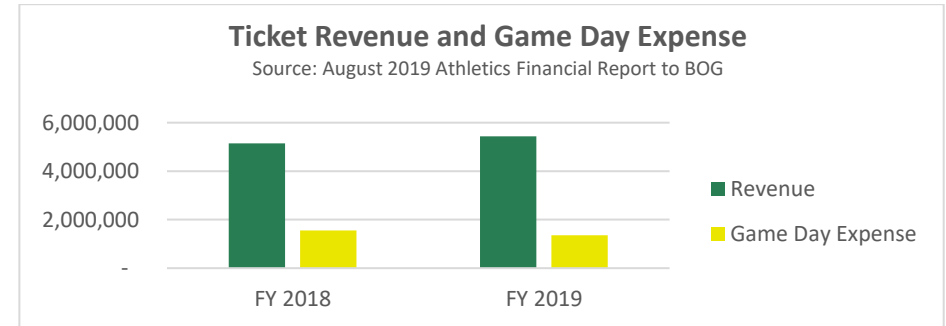
Background Information

The mission of the Colorado State University athletics program is “To Educate, Engage and Excel,” which supports and complements the Institution’s mission. It provides student-athletes with academic resources to obtain a degree while engaging in athletic competition. The Director of Athletics reports to the President of Colorado State University (the Institution).

Athletics oversees 16 National Collegiate Athletics Association (NCAA) Division I teams. The NCAA was founded in 1906 to advocate for student-athletes’ well-being and success. The NCAA Sport Science Institution offers education resources, safety guidelines, and best practices for various health and safety areas, which are available to institutions, coaches, and students. Certain health conditions, such as concussions, sickle cell trait, and attention deficit hyperactivity disorder (ADHD), have specific reporting or management requirements imposed by the NCAA. The Institution utilizes the medical knowledge of the Sports Medicine staff as well as resources provided by the NCAA to help ensure the health and safety of student-athletes and compliance with NCAA regulations. On the current roster, approximately 13 percent of student-athletes have a history of concussion, about 6 percent reported ADHD treatments, and only 1 percent have sickle cell trait.

Fiscal Year (FY) 2018 was the first football season at Canvas Stadium. From FY 2018 to 2019, ticket sales and parking revenue at Canvas Stadium grew from \$5,151,617 to \$5,440,190 while Game-Day expenses decreased from \$1,557,391 to \$1,358,257.

Premium and priority seat donations totaled \$4,602,045 and \$4,670,587 for FY 18 and FY 19, respectively (Source: August 2019 Athletics Financial Report to the Board of Governors).



Operating in a complex, regulatory environment with a valuable public relations function, Athletics is committed to effective and efficient procedures while continually striving to improve. The Colorado State University System Internal Auditing Department reviews areas within Athletics annually to assess its systems of control. Athletics and Internal Auditing find value in the reviews and have collaborated to identify areas of risk specific to its operation.

Scope and Objectives

The audit covered the Institution’s athletics program activity during the period July 1, 2018, through June 30, 2019. The objectives of the audit were to evaluate Athletics’ systems of control for ensuring compliance with NCAA regulations and institutional policy in the following areas:

- Ticket Office controls,
- Certain player safety protocols, and
- Procurement card purchase controls.

To accomplish these objectives, we interviewed personnel, reviewed NCAA regulations, evaluated compliance with policies and

procedures, examined and analyzed documentation, tested transactions, and performed other audit procedures we considered necessary. Our audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

As authoritative references, we relied on the NCAA Division I Manual (version effective August 1, 2018), as well as the Institution's financial rules, policies, and procedures as published on its website. Among the documents and information reviewed were game day files, deposit support, procurement card transactions, and established safety protocols.

Findings and Conclusions

The initial risk assessment process calculated this as HIGH risk operation. During the audit, we assessed controls, processes and procedures designed to mitigate risks. Based on the audit, we concluded that the risk mitigation activities provide a MEDIUM residual risk level.

We noted that Athletics improves its procedures and documentation each year and is dedicated to implementing control systems that reduce the Institution's risk. Specifically, Internal Auditing noted improvement in Ticket Office policies and procedures since our last review of the area. Athletics preserves the well-being of its student athletes by providing comprehensive medical care. It has documented policies and procedures to ensure player safety, staff are licensed and trained, students receive mandatory training, it has a strong tone at the top, and students have required medical forms on file. Athletics has also mitigated risk by implementing a custodial card program that reduces the number of outstanding procurement cards.

For the areas reviewed, we found the system of internal control to be generally adequate. A summary of the conclusions for each of the objectives is as follows:

- Athletics Ticket Office: we determined Athletics has implemented a system of internal control for its ticketing operation to ensure compliance with internal policies and

external regulations. Defined and documented procedures¹⁴ are in place to reduce risk. We made three recommendations to further strengthen internal control in this area and to mitigate risk.

- Player Safety Protocols: we determined Athletics has player safety protocols to ensure compliance with external regulations and institutional requirements. Defined and documented policies are in place to reduce risk. We made no recommendations and found that the implemented controls effectively mitigate risk to a reasonable level.
- Procurement Cards (P-Cards): we determined Athletics has implemented a system of internal control for procurement cards. Defined and documented policies are in place to reduce risk. We made no recommendations and found that the implemented controls effectively mitigate risk to a reasonable level.

We made the following recommendations, based on the audit findings:

1. To comply with internal policy, the Deputy Director of Athletics should work with the Colorado State University Controller to establish a process for recording Ticket Office revenue in the accounting system on the accrual basis.
2. To reduce risk, the Deputy Director of Athletics should create a Ticket Office PCI Notebook specific to its operation.
3. The Deputy Director of Athletics should implement procedures to ensure only authorized complimentary tickets are distributed including tickets distributed pursuant to vendor/partner/sponsor agreements.

We appreciate the cooperation extended to us by management and staff during the course of our review. Details may be found in Audit Report 20-08 issued the same date as this Executive Summary.

Item #3

Status of Past Due Recommendations

COLORADO STATE UNIVERSITY SYSTEM

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Internal Auditing

All Overdue Recommendations

Audit Number	Audit Name	Institution	Rec No	Recommendation	Audit Report Response	Target Completion Date	Revised Target Date
19-05	Negative Cash Balance	CSU-P	8	CSU-Pueblo, in working with the CSU System, should ensure that it is consistently monitoring the effectiveness of internal controls. CSU has a Financial Rules document that includes the elements required to maintain an adequate system of internal controls. CSU-Pueblo should consider adopting these financial rules.	Agree. The President, in working with his Cabinet, will review the “Financial Rules” currently being used by CSU and will work with CSU to adopt and implement the appropriate and relevant rules that are applicable to CSU-Pueblo to improve internal controls. CSU-Pueblo will collaborate with CSU to evaluate and monitor whether internal controls have been appropriately implemented. During these evaluations, a determination will be made whether the controls need to be modified or strengthened.	3/31/2019	12/31/2019
19-08	University Advancement, Limited Business Operations Review	CSU	5	The VPUA should consider routing all VPUA expenses to a higher-level for approval. This will improve transparency and ensure that spending is consistent with university objectives.	We agree that all expenses should have a higher level of approval system in place and we follow that practice in University Advancement throughout the division. Expense approval for the VPUA expenses have, and will continue to, follow the protocol for...	4/2/2019	6/30/2020
19-11	Information Technology-Administrative Information System	CSU-P	5	The Executive Director of ITS should ensure that all employees receive information security training.	Agree. It should be noted that this is not awaiting cabinet approval, because it has not been presented to Cabinet yet for official authorization as a mandatory training. The Executive Director of IT will investigate whether Cabinet approval is even necessary and will engage Human Resources to establish information security training for all new employees as part of the HR onboarding process as well as implementing an ongoing annual training refresher to address new threats and strategies.	8/31/2019	

Audit Number	Audit Name	Institution	Rec No	Recommendation	Audit Report Response	Target Completion Date	Revised Target Date
19-11	Information Technology-Administrative Information System	CSU-P	8	The Executive Director of ITS should ensure infrastructure changes to the AIS server and database are monitored.	Agree. While baseline configuration of the AIS server and database are not actively monitored for change, the environment in which these systems operate are tightly controlled and not subject to influences that would change them. Being that they are LINUX-based systems they are kept static and patched only when notification is received of security vulnerabilities that might impact their specific configuration, which has been rare. The Executive Director of IT will ensure that a current process for this will be formally documented and backup snapshots checked for differences in configuration and flagged for inspection as required.	8/31/2019	
19-11	Information Technology-Administrative Information System	CSU-P	9	To mitigate risk, the Executive Director of ITS should evaluate implementing electronic server event monitoring on the AIS server.	Agree. Being a LINUX-based system being operated by a Windows-centric technical staff, it has not been readily known how to enable and harvest technical logging information. However, during the audit process the IT staff explored how this might be done and discovered that it is possible, though may require some 3rd party professional services to implement. The Executive Director of IT will have a conversation with IT counterparts in Fort Collins to see if they have resources to assist and ensure a solution is in place by the target date.	8/31/2019	

Item #4

State Budget Update

The Department of Higher Education continues to redesign the allocation formula for State funds.

The recent economic forecasts were downgraded only slightly and for the moment, the projected available new money for State government is not significantly different than the projections from June.

The Department of Higher Education does not yet have information about the request for new State funds and tuition rate increases from the Office of the Governor. The primary scenario that we have been seeing from the Department increases State support by 2% and does not include an allowed tuition increase.

COLORADO STATE UNIVERSITY SYSTEM

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Item #5

Campus Budget Presentations - FY 2021 Budget

COLORADO STATE UNIVERSITY SYSTEM

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FY21 Incremental E&G Budget - V.2.0**Colorado State University - Fort Collins**

Thursday, September 12, 2019

	<u>Scenario 1</u>		<u>Scenario 2</u>		<u>Scenario 3</u>	
	State = 2% Rate = 0% - RUG		State = 2% Rate = 3% - RUG		State = 2% Rate = 8% - RUG	
New Resources						
Tuition						
Undergraduate-Enrollment Growth						
Increase in FTE	\$	-	\$	-	\$	-
Change in mix - RES vs. NRES		-		-		-
Undergraduate Rate Increase						
Resident		-		3,625,000		13,393,000
Non-Resident		4,205,490		4,205,490		4,205,490
Graduate Rate Increase						
Resident		466,590		466,590		466,590
Non-Resident		663,320		663,320		663,320
Professional Veterinary Medicine Rate Increase		596,000		596,000		596,000
Differential Tuition		-		-		-
Total Tuition	\$	5,931,400	\$	9,556,400	\$	19,324,400
State Funding Impact		2,999,000		2,999,000		2,999,000
Facilities and Administrative Overhead		-		-		-
Other		-		-		-
Total New Resources	\$	8,930,400	\$	12,555,400	\$	22,323,400
		5,013,000		5,797,000		7,851,000
Net New Resources	\$	3,917,400	\$	6,758,400	\$	14,472,400
New Expenses						
Faculty/Staff Compensation		15,328,000		15,328,000		15,328,000
Mandatory Costs		2,062,000		2,062,000		2,062,000
Academic Incentive Funding		462,000		462,000		462,000
Multi-Year Central Investments in Strategic Initiatives	\$	1,454,000	\$	1,454,000	\$	1,454,000
Quality Enhancements		1,597,000		1,597,000		1,597,000
Reallocation		-		-		-
Total New Expenses	\$	20,903,000	\$	20,903,000	\$	20,903,000
Net	\$	(16,985,600)	\$	(14,144,600)	\$	(6,430,600)

1% RUG Increase = student share \$94/yr.

1% Increase NRUG = student share \$281/yr.

1% RUG Increase = \$1.5M

1% NRUG Increase = \$1.4M

1% Salary Increase = \$4.5M

Base Assumptions

Resident Undergraduate See Above 0%; \$0/yr.

Non-Resident Undergraduate 3%; \$844/yr.

Resident Graduate 3%; \$316/yr. and Resident Professional Veterinary Medicine 4%; \$1,387/yr.

Non-Resident Graduate 3%; \$774/yr. and Non-Resident Professional Veterinary Medicine 2%; \$1,155/yr.

Differential Tuition - UG ~ 0% (est. round to whole number)

Salary/Benefit Pool - Faculty/AP 3%

Salary/Benefit Pool - SC 3%

Internal Reallocations 0%

Fees TBD

FY 2021 Incremental E&G Budget - V.2.0**Colorado State University - Pueblo**

October 2019

	Scenario 1	Scenario 2	Scenario 3	
	Tuition = 0% increase	Tuition = 3% increase	Tuition = 8% increase	
New Resources				
Tuition				
Undergraduate Rate Increase				
1	Resident	\$ -	646,000	\$ 1,722,000
2	Non-Resident and WUE		222,000	\$ 593,000
3	Undergraduate Differential Tuition		8,000	22,000
Graduate Rate Increase				
4	Resident		32,000	85,000
5	Non-Resident and WUE		11,000	31,000
6	Resident Teacher Education Program		3,000	10,000
7	Graduate Differential Tuition		4,000	11,000
8	Projected Enrollment Change = 0%*	-	-	-
9	Total Tuition	-	926,000	2,474,000
10	Change in State Funding (2%)	417,000	417,000	417,000
11	Total New Resources	\$ 417,000	\$ 1,343,000	\$ 2,891,000
Financial Aid				
12		-	232,000	619,000
13	Net New Resources	\$ 417,000	\$ 1,111,000	\$ 2,272,000
New Expenses				
14	Investments to Enhance Academic Quality	250,000	250,000	250,000
15	Reinstate One-time Budget Cuts in FY2020	1,000,000	1,000,000	1,000,000
16	Faculty and Staff Compensation (3.0%)	1,300,000	1,300,000	1,300,000
17	Fringe Benefit Increase (increase = 1.5% of base salaries)	455,000	455,000	455,000
18	Mandatory Costs**	645,000	645,000	645,000
19	Base Budget Inflationary Increase (2.7%)	500,000	500,000	500,000
20	Total New Expenses	\$ 4,150,000	\$ 4,150,000	\$ 4,150,000
21	Net	\$ (3,733,000)	\$ (3,039,000)	\$ (1,878,000)

1% RUG Increase = student share increase of \$79/year

1% NRUG Increase = increase of \$246/year

Base Assumptions

Tuition See Above % For All Tuition Categories.

Salary Increase Faculty / Administrative Professionals (3% total)

Salary Increase State Classified Staff (3% Total)

* To be determined.

**This line includes anticipated increases for the following expenses: utilities, maintenance costs, statewide indirect costs, library subscriptions, sheriff's contract, payments to risk management (liability and property insurance), information technology inflation, system costs, and audit expenditures.

FY21 Incremental Educational & General Budget
Colorado State University - Global Campus
As of September 30, 2019

New Resources

Tuition (net)	
Undergraduate Growth	\$9,908,305
Graduate Growth	\$4,047,054
Total	\$13,955,359

New Expenses *

Student Support and Outreach	\$3,354,158
Instruction & Academic Support	\$3,875,760
Technology Operations and Innovation	\$645,170
General & Administrative	\$15,800
Total	\$7,890,888
	\$0

Net

Total	\$6,064,471
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Assumptions

Projections

New student enrollment target projection	14,400
New Student Undergraduate/Graduate tuition rate per credit	\$350 / \$500
Undergraduate to Graduate ratio projection	71% / 29%

* Expense ratios consistent with FY 2020 budget

Colorado State University - Global Campus
FY2020 Forecast vs FY2021 Pro Forma Budget

	Budget FY20	Percent of Revenue	Actual FY19	FY2021 ProForma	Percent of Revenue	Incremental Increase
Operating Revenues						
Student Tuition and Fees, net	102,892,100	96.33%	88,934,902	116,849,298	100%	13,957,198
Other Operating Income	3,923,866	3.67%	3,925,705	3,922,027		(1,839)
Total Operating Revenues	106,815,966		92,860,607	120,771,325		13,955,359
Operating Expenses						
Instruction *	20,079,212	27.61%	18,291,976	22,616,448	28.1%	2,537,236
Academic Support	9,731,295	13.38%	8,892,771	11,069,819	13.7%	1,338,524
Student Services ^	33,377,367	45.89%	30,823,209	36,731,525	45.6%	3,354,158
Institutional Support	8,450,051	11.62%	6,954,881	9,095,221	11.3%	645,170
Operation and Maintenance of Plant **	587,660	0.81%	496,067	496,200	0.6%	(91,460)
Depreciation ***	503,333	0.69%	396,073	610,593	0.8%	107,260
Total Operating Expenses	72,728,918	100.00%	65,854,977	80,619,806	100.00%	7,890,888
Operating Income	34,087,048		27,005,630	40,151,519		6,064,471
Operating Margin	32%			33%		

* Higher instructional costs due to planned increase in enrollment

^ Cost efficiencies gained through the use of co-sourcing of student service activities

** Decrease in costs due to completion of move to new facility in FY20

*** Increase in depreciation associated with the move to the new facility

Item #6

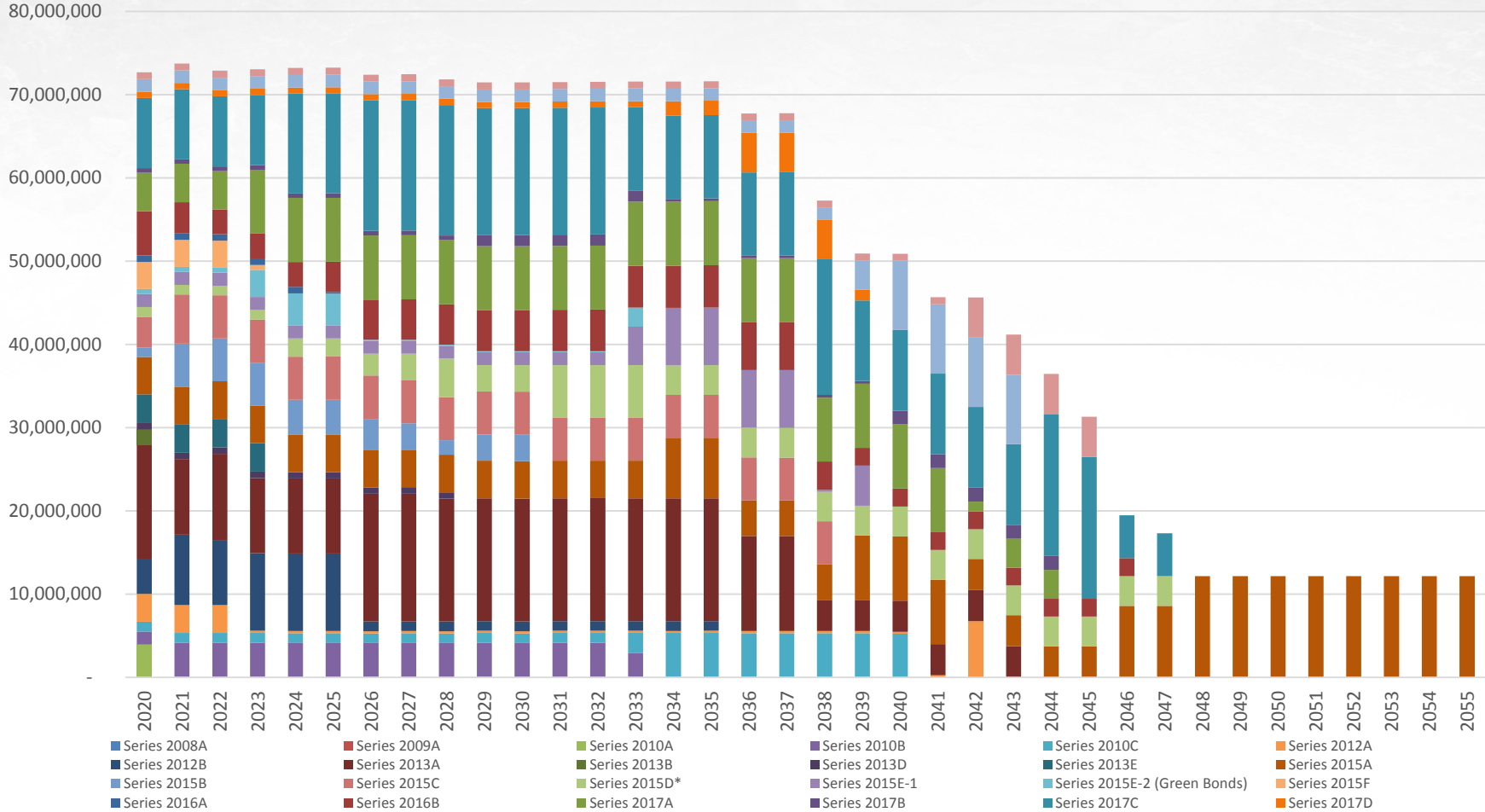
CSU System Debt Capacity Discussion

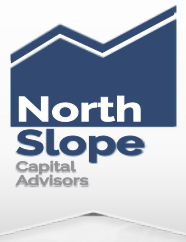
COLORADO STATE UNIVERSITY SYSTEM

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COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS

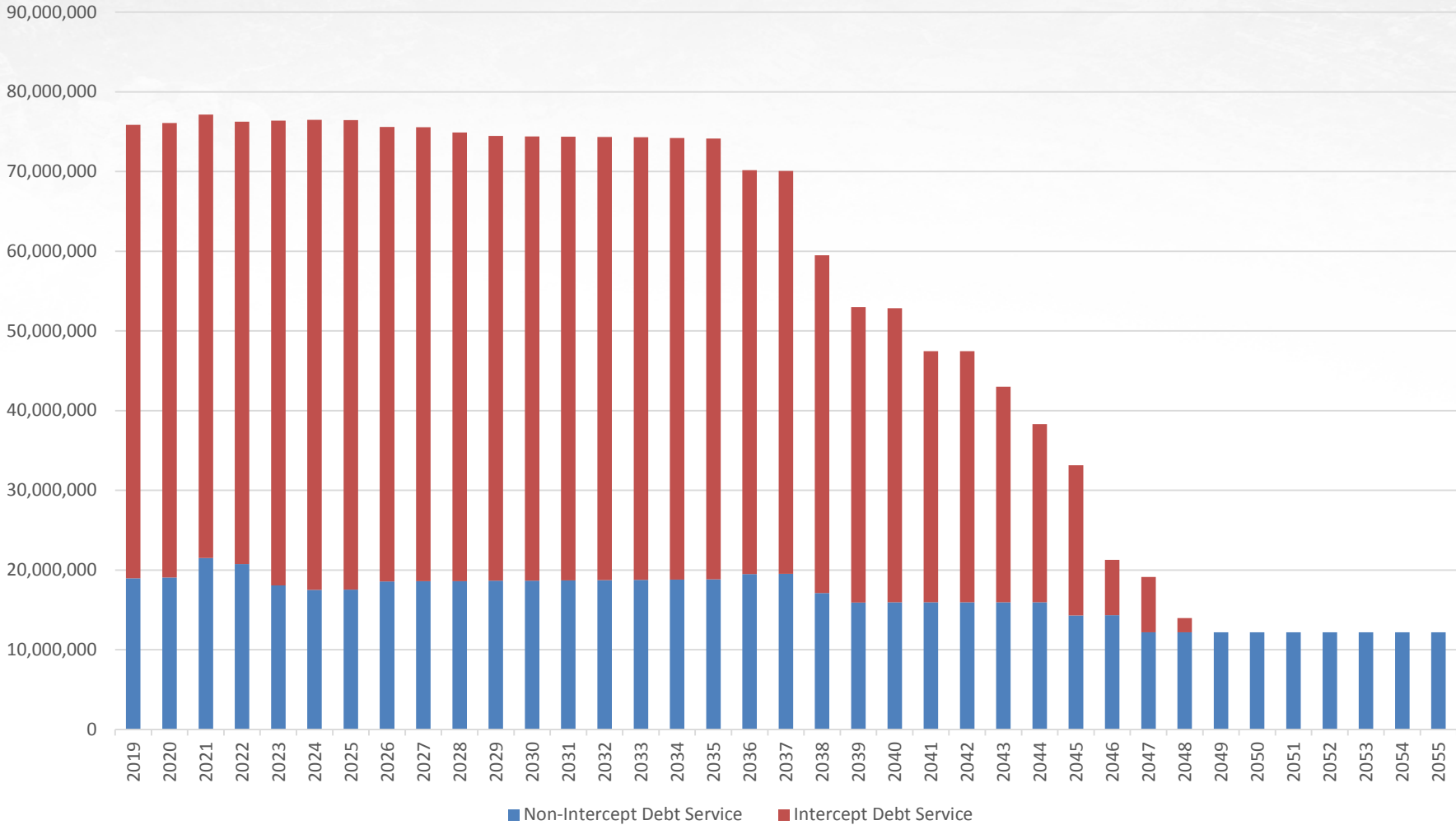


Annual Debt Service as of July 18, 2019

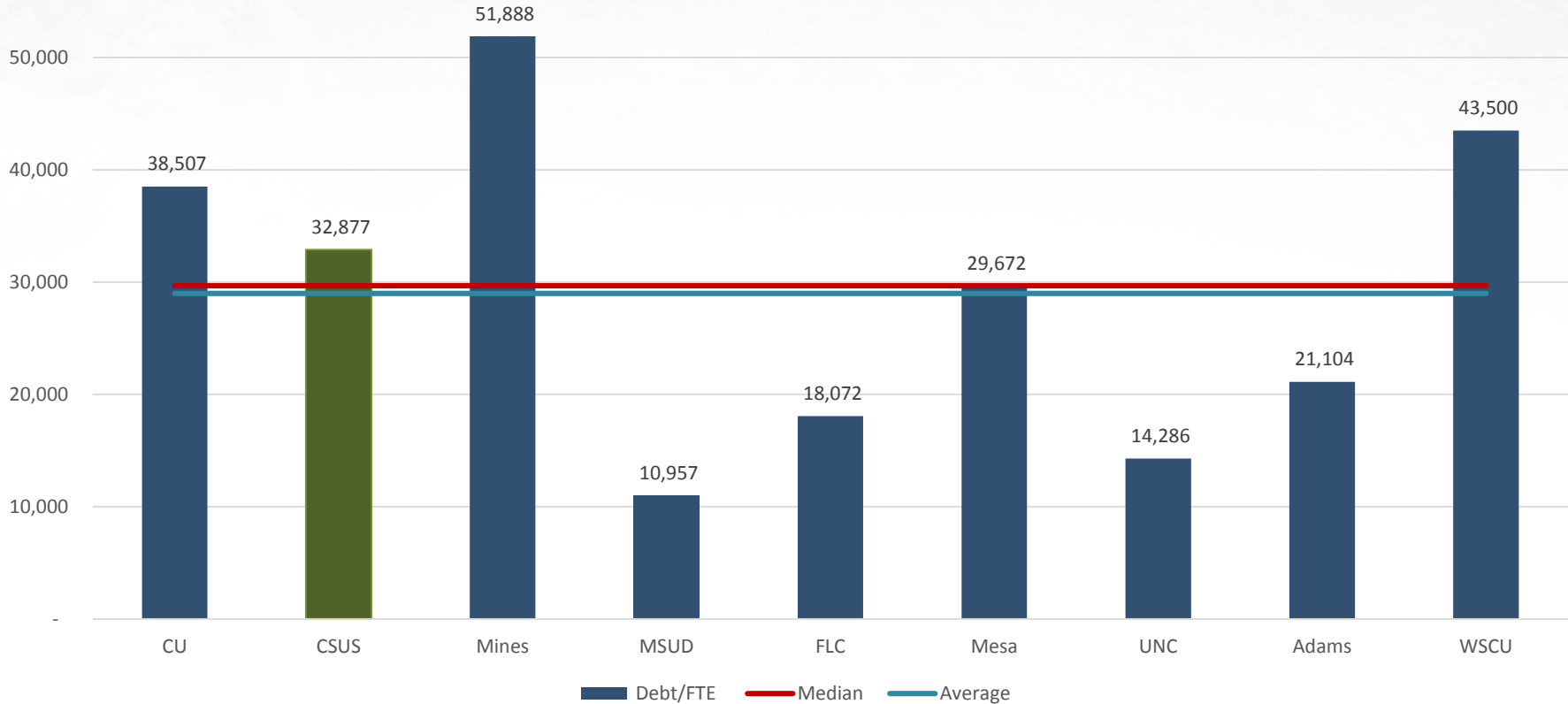




Intercept Backed vs. Non-Intercept Backed Debt Service



Debt Outstanding per Full Time Equivalent Student as of July 2019



CSUS Debt Capacity Under the Intercept Program



- As of August 1, 2019 CSUS had \$788.3 million in intercept backed revenue bonds, \$346.2 million in non-intercept backed revenue bonds and \$49.2 million in commercial paper outstanding.
- The State Treasurer issues a report to the legislature every September 1, giving each institution an intercept authorization amount for the year. New projects may be approved for intercept coverage by the State Treasurer, the Capital Development Committee and the Joint Budget Committee up to the authorized amount.
- The benefit of Intercept Program participation in the current market for CSUS is 7-10 basis points, or \$35,000 to \$50,000 per year for every \$50 million borrowed.

Pre-Approval Amount Calculations		
Calcs.		
(1)	FY2019 Debt Service-All Bonds ¹	\$ 74,248,359
(2)	FY2019 Debt Service-Intercept Bonds ¹	55,291,113
	FY2018 Net Pledged Revenues ²	172,105,899
(3)	Debt Service Coverage Ratio - All Bonds (FY18 Revenues / FY19 Debt Service)	2.32
(4)	Debt Service Coverage Ratio - Intercept Bonds (FY18 Revenues / FY19 Debt Service)	3.11
(5)	Debt Capacity @1.5x Debt Service Coverage Limit-All Bonds	2,136,936,503
(6)	Debt Capacity @1.5x Debt Service Coverage-Intercept Bonds	3,137,468,063
(7)	FY2018-2019 State Funding Total (FFS, COF and SB18-262) ³	153,658,072
(8)	Debt Capacity @State Funding Ratio (Maximum Annual Debt Service < 75% of State Funding)	990,168,053
(9)	Lesser of (5) and (8) Capacity Constraints Above	990,168,053
	(1) Source: Series 2018A Official Statement and RBC Term Sheet.	
	(2) Source: CSU Financial Statements and Compliance Audit FY2018. Includes interest rate subsidies.	
	(3) Source: State of Colorado Long Appropriations Bill 2018-2019 and SB 18-262.	
	EMMA - Issuer Page: https://emma.msrb.org/IssuerHomePage/Issuer?id=3F18803361A993AB532265C4BBF8A97D&type=G	

As stated in the CSUS Board Debt Management Policy:

The Colorado State University System's debt capacity will be determined from time to time, recognizing it is a subjective measure. Consideration should be given to bond rating agencies and related industry guidelines, however, the CSUS does not manage its debt portfolio to achieve a specific rating. The CSUS recognizes that strategy and mission must be the primary drivers of its use of debt.

CSU System Office working definition of Debt Capacity:

"Debt capacity" represents the additional amount of debt (principal) that can be issued before placing our current underlying bond ratings of Aa3 (Moody's) and A+ (S&P) in jeopardy, assuming System financial conditions remain relatively constant.

Market Comment: In the current market, each lower rating category increases borrowing cost by 7-10 basis points. While managing to a particular credit rating can institutionalize financial discipline, the rating impact of additional debt varies by project type, changes with the higher education sector outlook generally, and cannot be decoupled from operating performance and resource growth.

Credit strengths

- » Excellent strategic position as Colorado's land-grant university, with 38,955 full-time equivalent (FTE) students in fall 2017 at its multi-campus and statewide network
- » Strong 62% growth in cash and investments, to \$1.1 billion, over fiscal 2013-17
- » Robust growth in net tuition revenue, 48% increase in fiscal 2013-17 period, demonstrates growing brand reputation
- » Multidisciplinary research activity, comprising 17% of fiscal 2017 expenses
- » Bondholders benefit of Colorado intercept enhancement program for certain bonds

Credit challenges

- » Moderately highly leveraged, with spendable cash and investments to debt of 0.8x and debt to operating revenue of 1.0x, both weaker than Aa3-medians
- » Future continued campus investment and additional debt plans
- » Very low state funding for operations (11% of operating revenues) and only periodic state capital support
- » Large unfunded pension liability adds considerable debt-like liabilities and inflexible costs

Factors that could lead to an upgrade

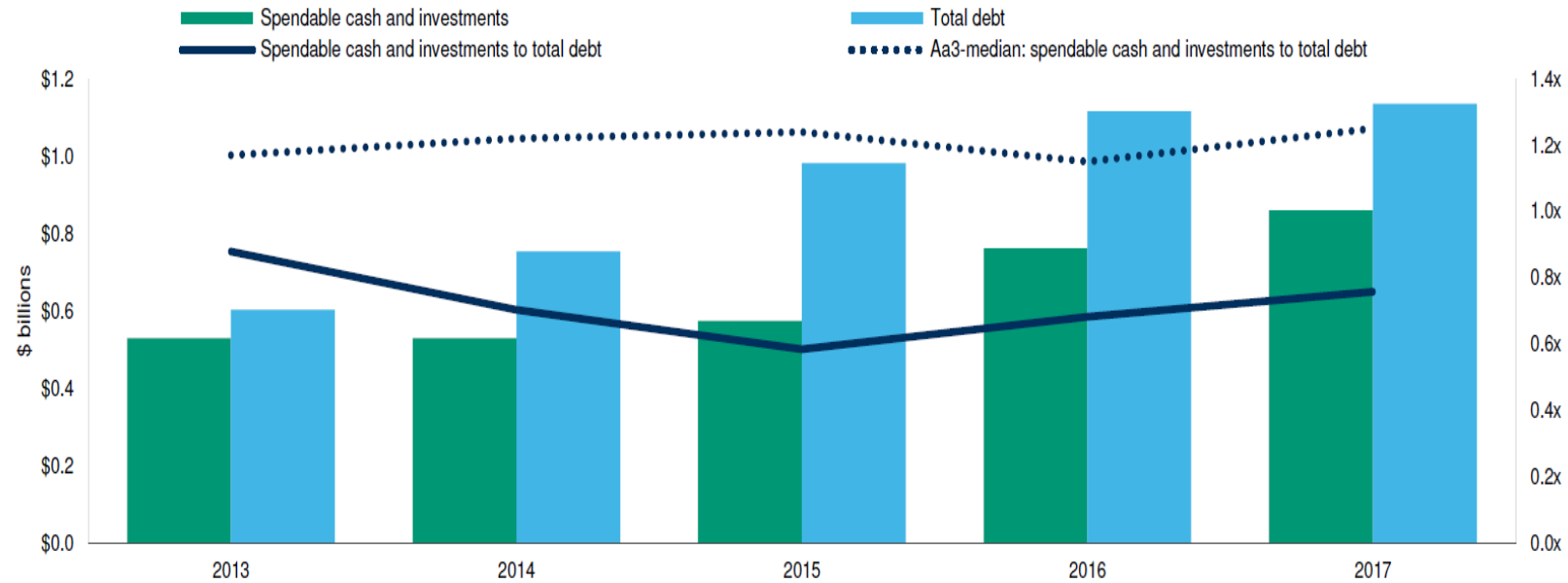
- » Underlying rating: Sizeable improvement in spendable cash and investments relative to debt, sustained strong cash flow margins, and limited debt increases
- » Enhanced rating: Upgrade in the State of Colorado issuer rating

Factors that could lead to a downgrade

- » Underlying rating: Sustained deterioration of cash flow margins and debt service coverage, erosion of liquidity, and significant increase in leverage beyond what is currently planned
- » Enhanced rating: Deterioration in credit quality of the State of Colorado issuer rating

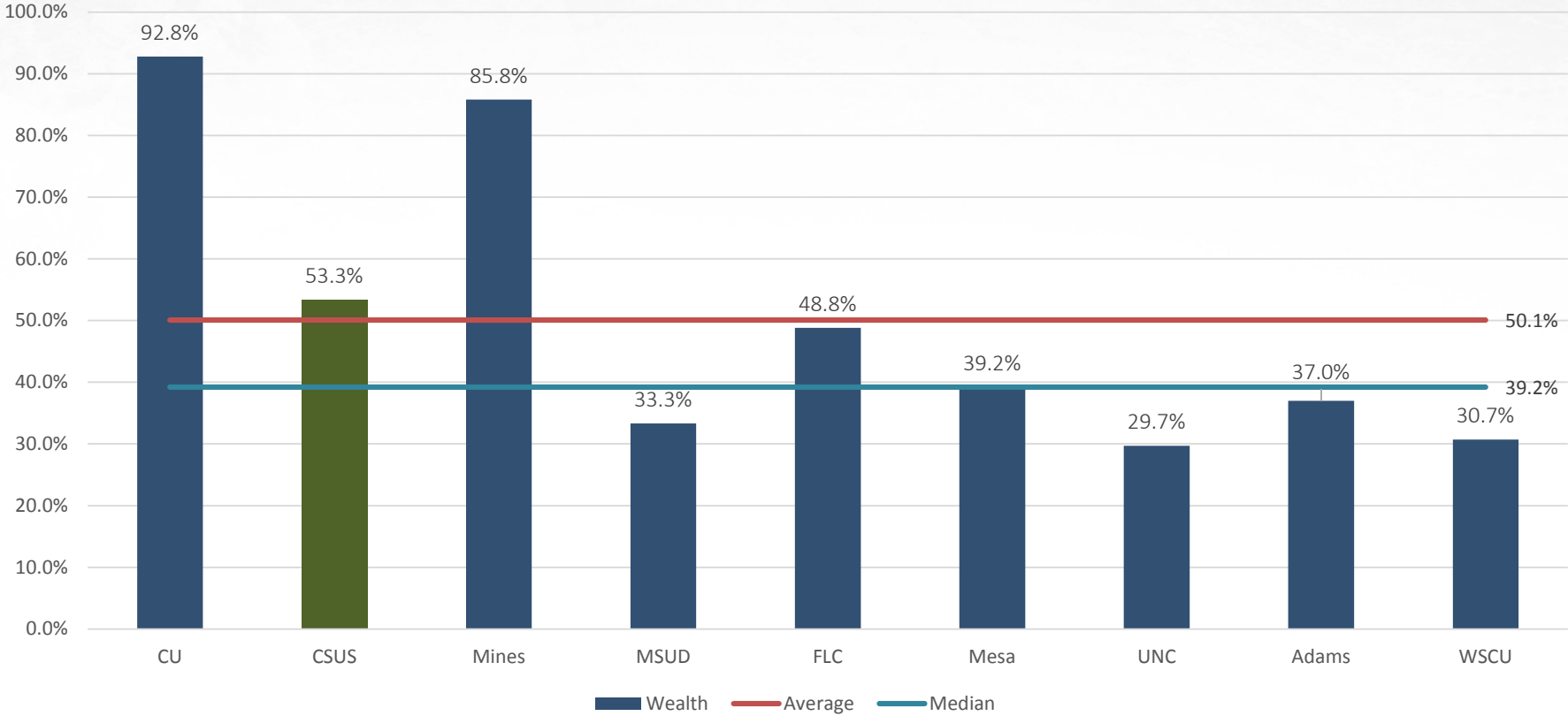
- Most “Aa3” rated public universities have more spendable cash and investments than debt; the “Aa3” median for the ratio is 1.25x, i.e. spendable cash and investments could pay off all existing debt, with a 20% to 25% balance leftover.
- CSU’s spendable cash and investments cover only \$0.76 and \$0.67 of every \$1.00 of debt outstanding as of June 30, 2017 and June 30, 2018 respectively.

CSUS continues to be highly leveraged despite strong growth in cash and investments

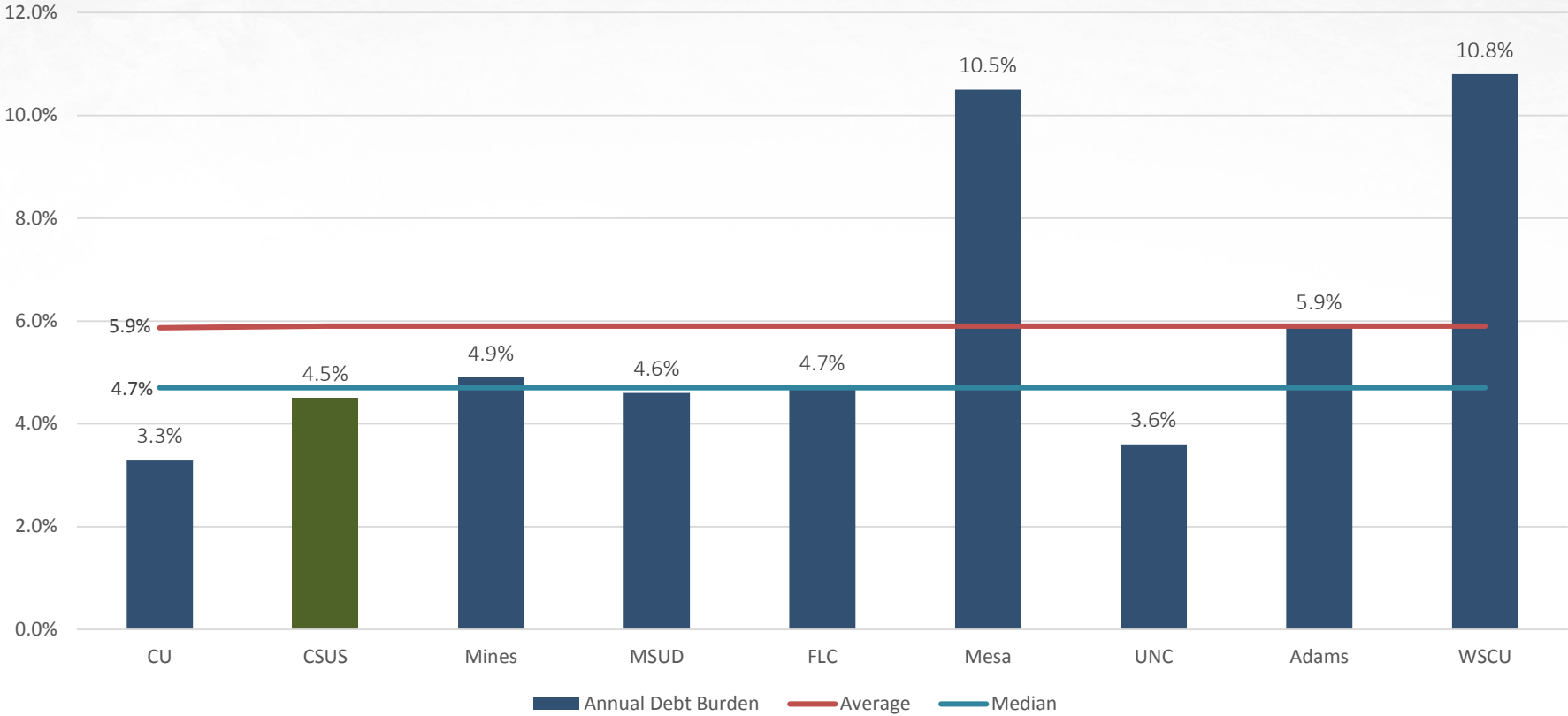


Source: Moody's Investors Service

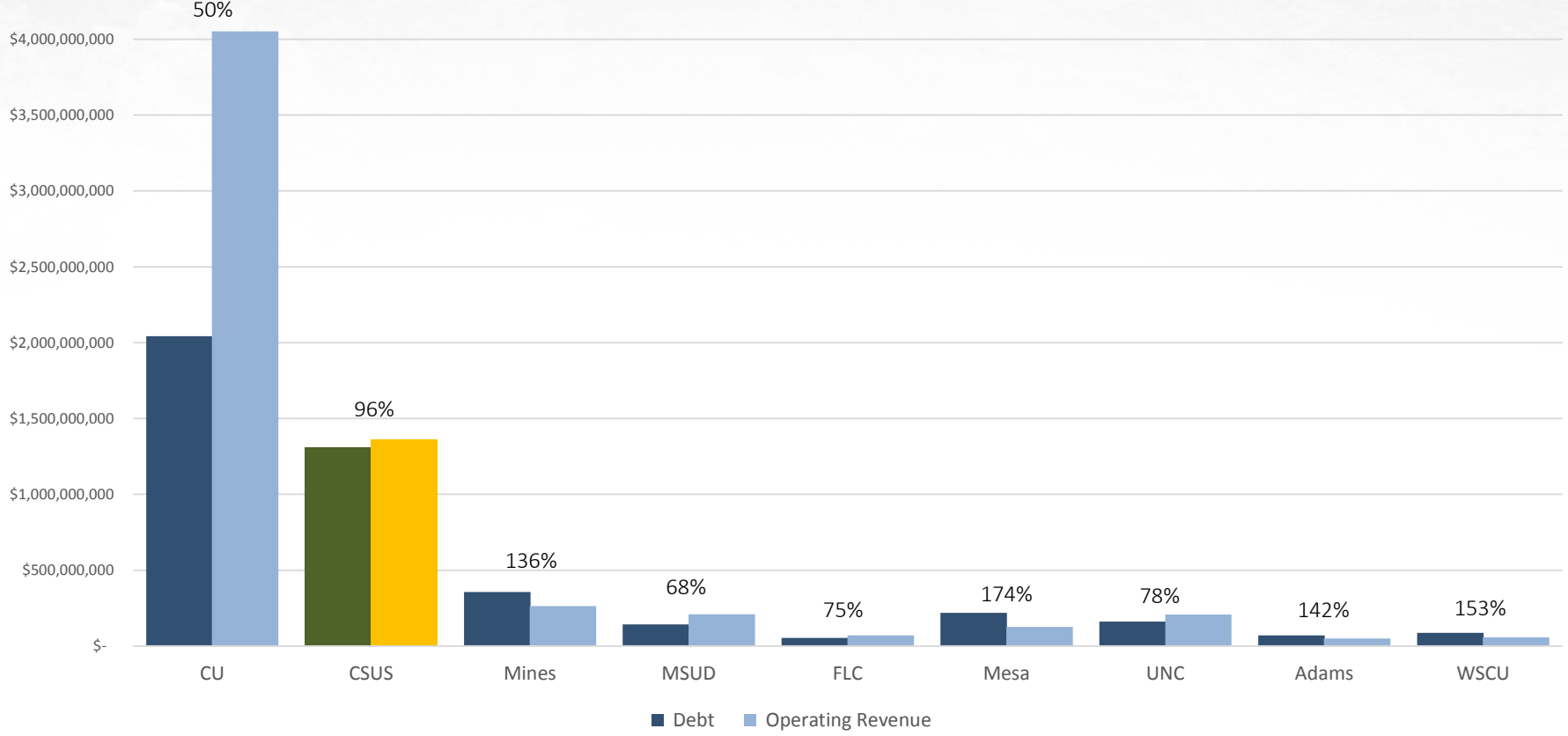
Unrestricted Resources as a % of Operating Expenses



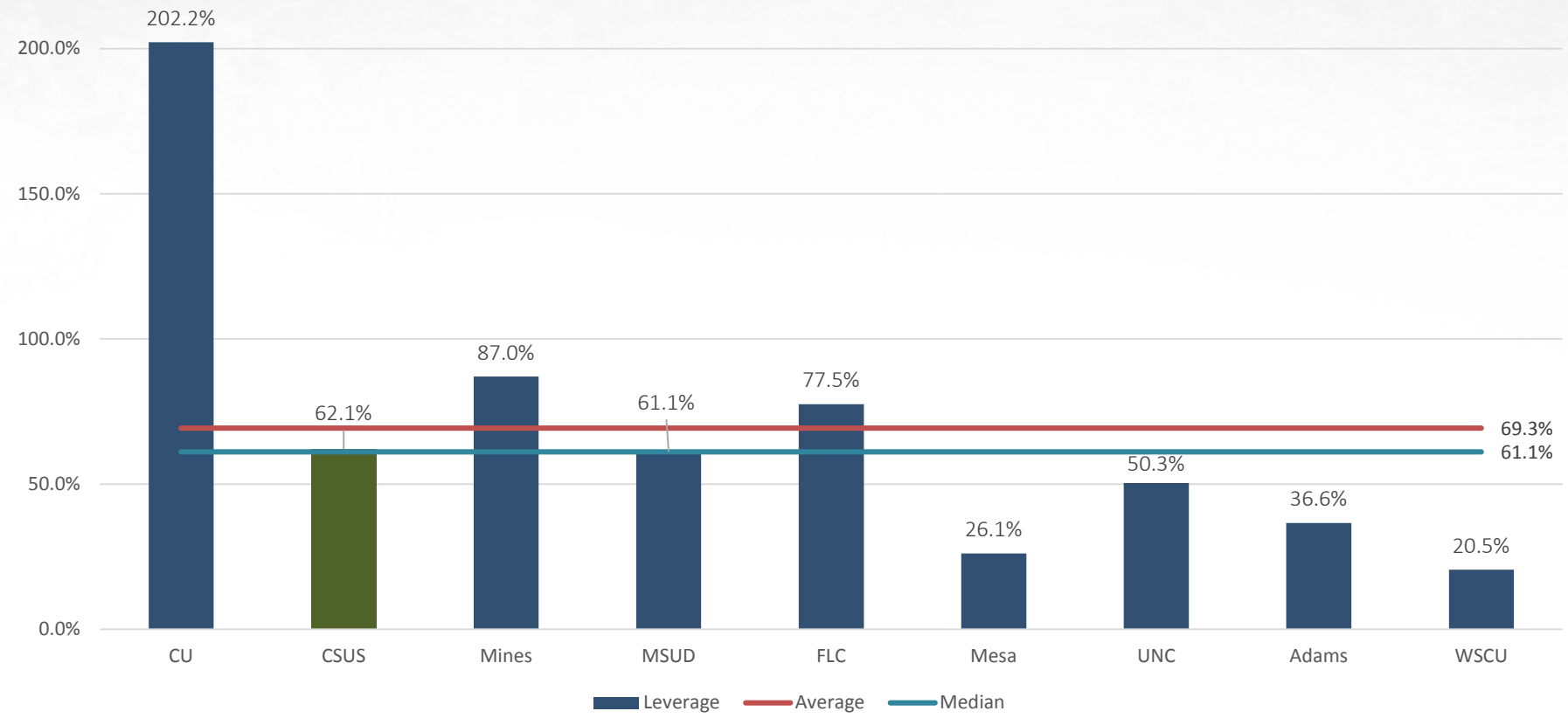
Annual Debt Service as a % of Operating Budget



Leverage Measured by Debt as a % of Operating Revenue



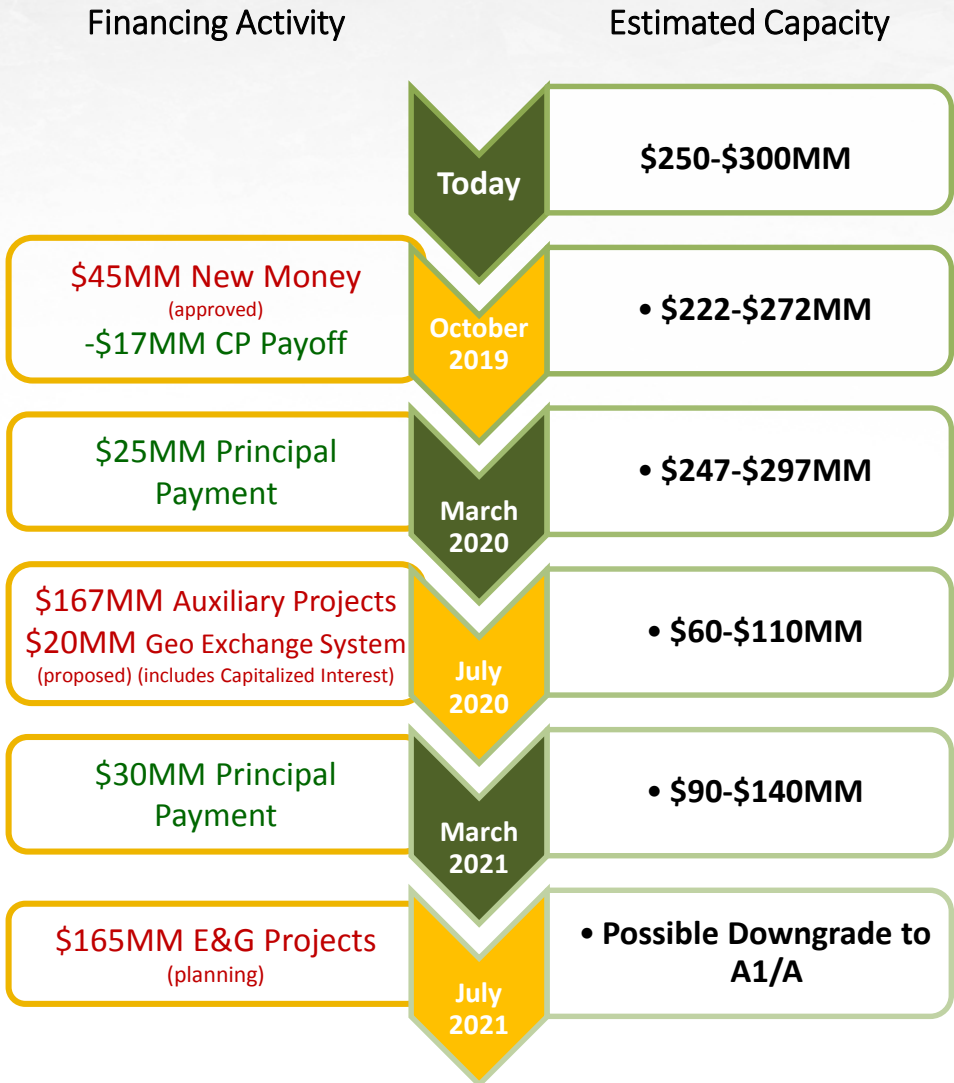
Unrestricted Resources Coverage of Debt Outstanding



- The System's estimated near term (18-24 months) debt capacity at its current ratings, using FY18 financial results is between **\$250 and \$300 million**. FY19 operating performance (including growth in resources) weaker than FY18 operating results would **reduce** available capacity at current CSUS credit ratings.
- Existing and future certificates of participation issued for the NWC project do not count against the System's debt capacity.
- This estimate of new debt that could be issued at the System's current ratings of Aa3/A+ over the next 18-24 months assumes that the System's cash flow operating margin, operating reserves and pricing power (year over year growth in revenue) stay in the "Aa" category.

Additional Observations

- As CSUS's annual debt service as a percentage of its operating budget approaches 5%, incremental increases to the current debt load have greater future financial flexibility implications than in the past.
- CSUS has reached a level of leverage that in management's view necessitates additional scrutiny of the revenue and net income associated with each new project proposed to be debt financed.
- Cash flow operating margin and the System's operating reserves must be protected as new debt is layered into the capital structure as a part of a holistic approach to managing the continuing financial health of the System.



Debt Management Policy



- Current Debt Management Policy:

For auxiliary supported projects:

- i. At a minimum, a 10-year pro-forma showing all available revenues, expenses, and net revenues available to pay debt service.
- ii. A coverage ratio calculation within the Pro-forma applied to each project whereby revenues for the project exceed expenses and debt payments by a minimum of twenty-five (1.25) percent. Campuses may propose a lower debt coverage ratio but at a minimum must meet a ten percent threshold (1.10) on average.

- A debt coverage ratio is normally calculated as revenues over expenses, before debt payments.

- We do not believe the policy was written as intended and will be bringing a revised policy that reflects the appropriate calculation of a debt coverage ratio:

- i. A coverage ratio calculation within the Pro-forma applied to each project whereby revenues for the project exceed expenses by a minimum of twenty-five (1.25) percent. Campuses may propose a lower debt coverage ratio but at a minimum must meet a ten percent threshold (1.10) on average.

Meridian Village and the Lory Student Center & Adult Learner and Veteran Services Project

Program and Plan of Finance



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Meridian Village Analysis



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Colorado Competes – CCHE Master Plan



COLORADO
Department of
Higher Education

- **Goal 1 - Increase the attainment of high-quality postsecondary credentials** across the academic disciplines and throughout Colorado by at least 1,000 new certificates and degrees each year to meet anticipated workforce demands by 2025.
- **Goal 2 - Improve student success** through better outcomes in basic skills education, enhanced student support services **and reduced average time to credential** for all students.
- **Goal 3 - Enhance access** to, and through, postsecondary education to ensure that the system reflects the changing demographics of the state while **reducing attainment gaps among students from underserved communities**.
- **Goal 4 -Develop resources**, through increases in state funding, that will allow public institutions of higher education **to meet projected enrollment demands while promoting affordability, accessibility and efficiency**.

Impacts of Living on Campus

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Positive Impacts on GPA

On average, CSU students who live on campus have higher GPAs than students who live off campus



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CSU students who return to live on campus for a second year persist and are retained for a third year at higher rates than commuter students

Third Fall Persistence by second fall housing status

New Students FA12-FA15	2nd Fall Housing Status		Third Fall Persist		
	Commuter	RL	Commuter	RL	Gap (PP)
Non Racially Minoritized	12,618	1629	77.4%	89.6%	12.2
Males	5,817	796	76.9%	88.6%	11.7
Females	6,801	833	77.8%	90.5%	12.7
Racially Minoritized	3,020	724	72.0%	88.7%	16.7
Males	1,285	286	71.0%	84.6%	13.6
Females	1,735	438	72.8%	91.3%	18.5

Positive Impacts on Persistence

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Positive Impacts on 4-Year Graduation Rates

CSU students who return to live on campus for a second year persist and are more likely to graduate in 4 years than commuter students

Four Year Graduation by second fall housing status

New Students FA12 & FA13	2nd Fall Housing Status		Fourth Year Graduation		
	Commuter	RL	Commuter	RL	Gap (PP)
Non Racially Minoritized	6,492	620	45.5%	57.6%	12.0
Males	2,973	288	36.6%	46.5%	10.0
Females	3,519	332	53.1%	67.2%	14.0
Racially Minoritized	1,509	296	36.8%	44.3%	7.5
Males	626	121	27.5%	34.7%	7.2
Females	883	175	43.4%	50.9%	7.5

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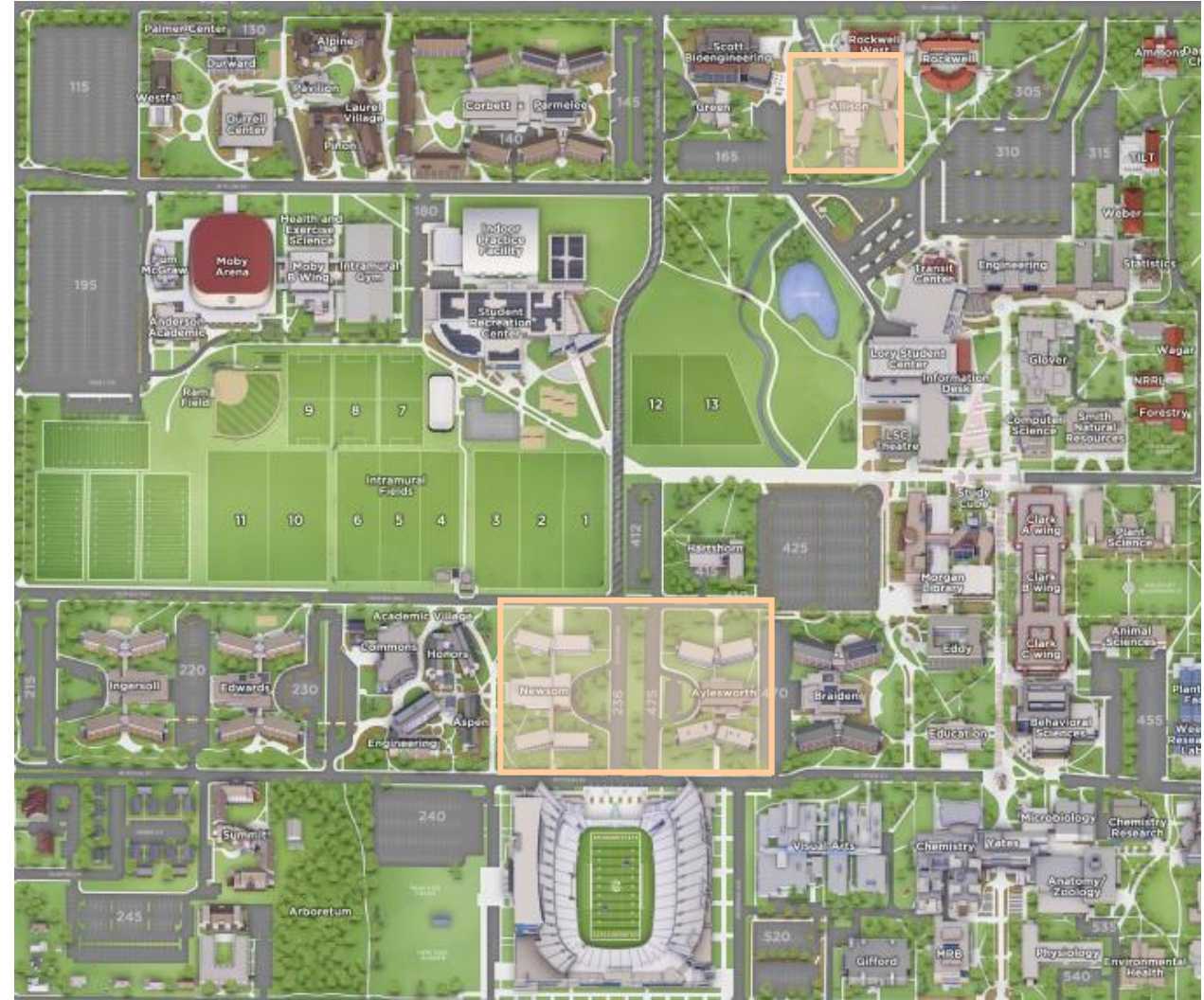
Importance of Sophomore Year Experience

- > CSU student focus group participants expressed the need for a distinct sophomore year housing experience with focus on second years' goals, experiences, and more graduated independence
 - Current research confirms that sophomores have some of the highest expectations and strongest needs of any group of students on campus.
 - Research also indicates that sophomores receive the least attention of any class.
 - Many schools are developing programs aimed at sophomores designed to provide a support structure as they begin to assume greater responsibility for their academic pursuits and their own lives.

The Project



- + Meridian Village site occupies prime real estate directly adjacent to Canvas Stadium
- + Allison Hall occupies land surrounding expanding College of Business



Key Pro-Forma Assumptions

- \$140M Total Project Cost (including cap interest)
- 1,028 total beds
- Open Fall 2022
- Rate Increases
 - Fall 2019 – Fall 2024: 4%
 - Fall 2025+: 3%
- 5,000 sf Dining Option
- 8% Premium over Laurel Village
- 3% Escalation on Operating Costs (modeled after Laurel Village)
- FY20 Budget used as baseline
- Allison utilized as swing for Tower Renovations
- Newsom remains online without renovation

800 Beds - Deferred Maintenance Backlog

- + **Significant deferred maintenance backlogs for Newsom and Allison Halls**
- + **Both evaluated as “poor” by Facilities Condition Index (FCI)**
 - + Newsom Hall
 - *\$9.8M in deferred maintenance backlog, 36% FCI*
 - + Allison Hall
 - *\$13.4M in deferred maintenance backlog, 48% FCI*
- + **FCI over 10% is considered “poor”**



117) D - DOUBLE
 11) S/B - SINGLE ENSUITE BATH
 11) RA - RESIDENT ASSISTANT

RESIDENT COMMUNITY GOALS:
 *1 ADA UNIT WITH ENSUITE BATH
 WITHIN EVERY COMMUNITY



The Pod concept reduces the size of the individual room as each room opens into a “living room” rather than a hallway, so the total living space is expanded for the student

Conceptual Pod Floor Diagrams

POD 2 PLAN

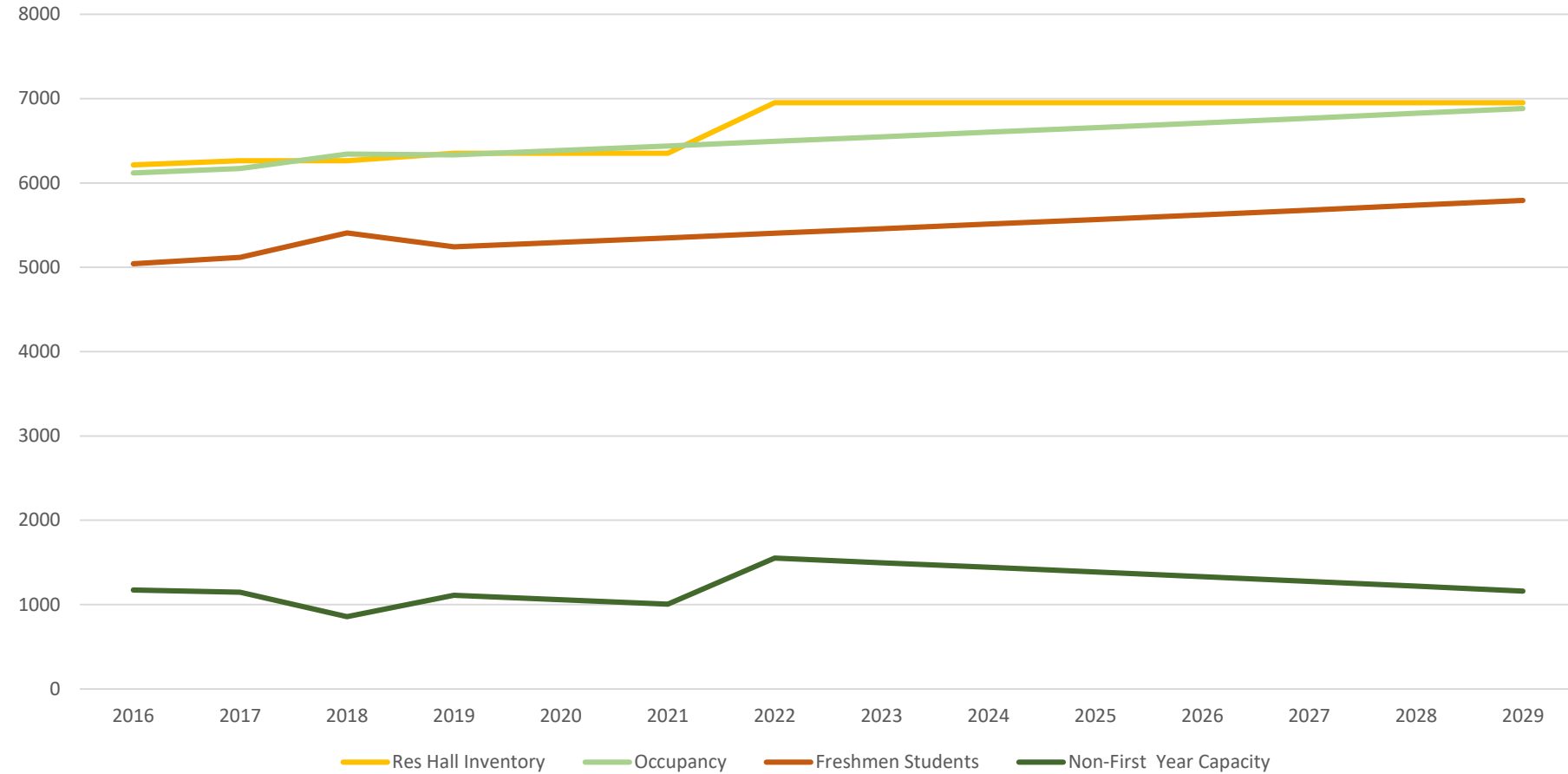


Impacts of a Do-Nothing Strategy

Current Resident Hall Housing Status

Resident Hall Projections 2016 - 2029

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	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Res Hall Inventory	6214	6264	6264	6353	6353	6353	6953	6953	6953	6953	6953	6953	6953	6953
Occupancy	6118	6170	6343	6334	6386	6439	6493	6547	6601	6657	6712	6769	6825	6883
Freshmen Students	5042	5119	5408	5244	5296	5349	5403	5457	5511	5567	5622	5679	5735	5793
Non-First Year Capacity	1172	1145	856	1109	1057	1004	1550	1496	1442	1386	1331	1274	1218	1160

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CSU currently provides limited housing space for returning students

<u>CURRENT</u>	Enrollment	Capture Rate	Housing Residents
First-Time FR	5,324	98.0%	5,218
SOPH	6,566	13.4%	877
JUN	5,465	9.5%	519
SEN	7,025	6.4%	448
GRAD / Other	4,311	6.4%	278
TOTAL	28,691	25.6%	7,340

- + **Freshman Live-In Requirement**
- + **Many comparable institutions capture over 20% of sophomore population in on-campus housing**

FALL 2018 Housing Capture Rates

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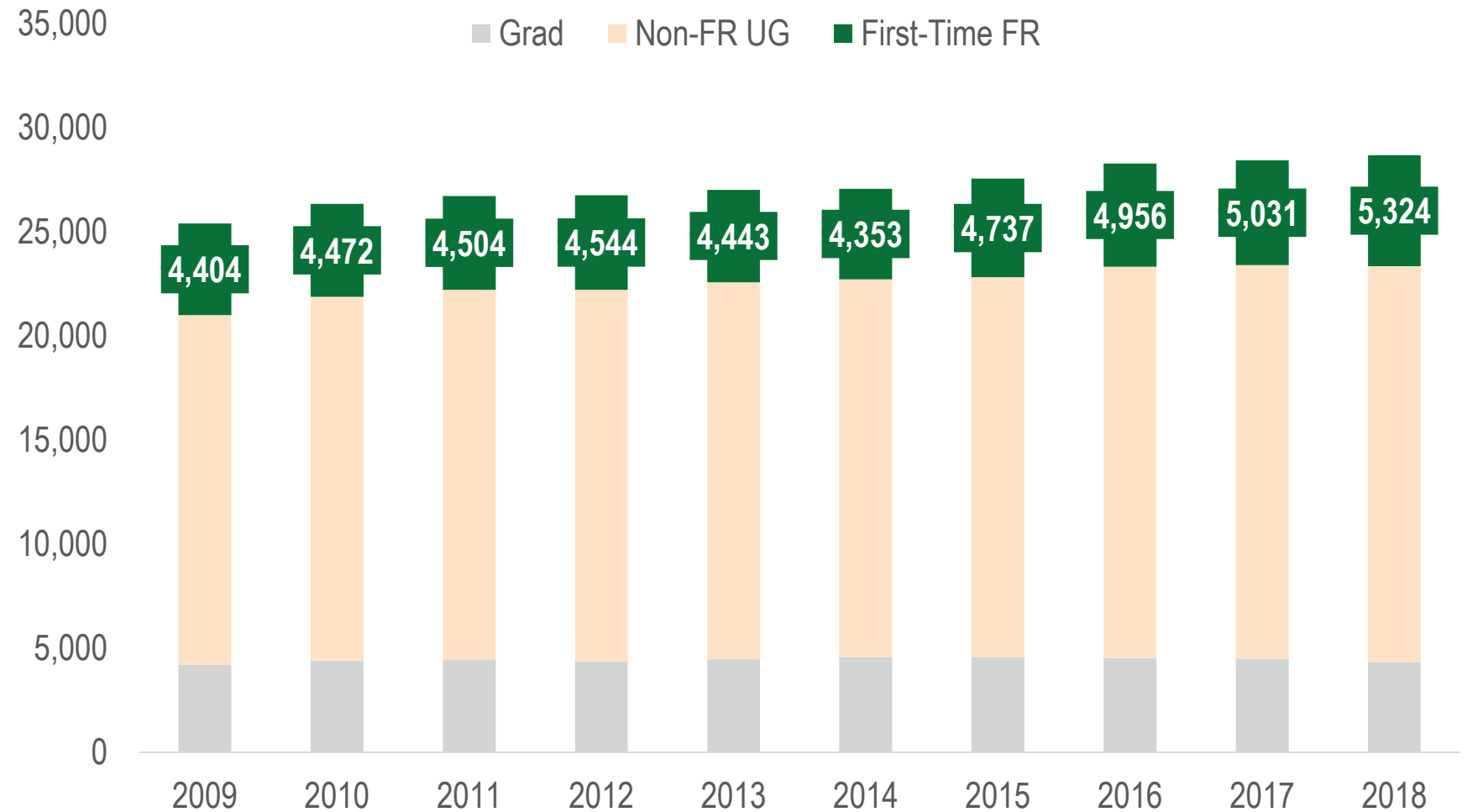
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- ❖ Growing freshmen class along with capped inventory has led to declining residence hall space for upper classmen
- ❖ If enrollment grows at a rate of 1.0% per year, without any changes to supply, there will be 375 less bed spaces for non-FR beginning in fall 2025

HISTORIC ENROLLMENT

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Continued Enrollment growth will increase housing pressures

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Affordability

Residence Hall Price Points

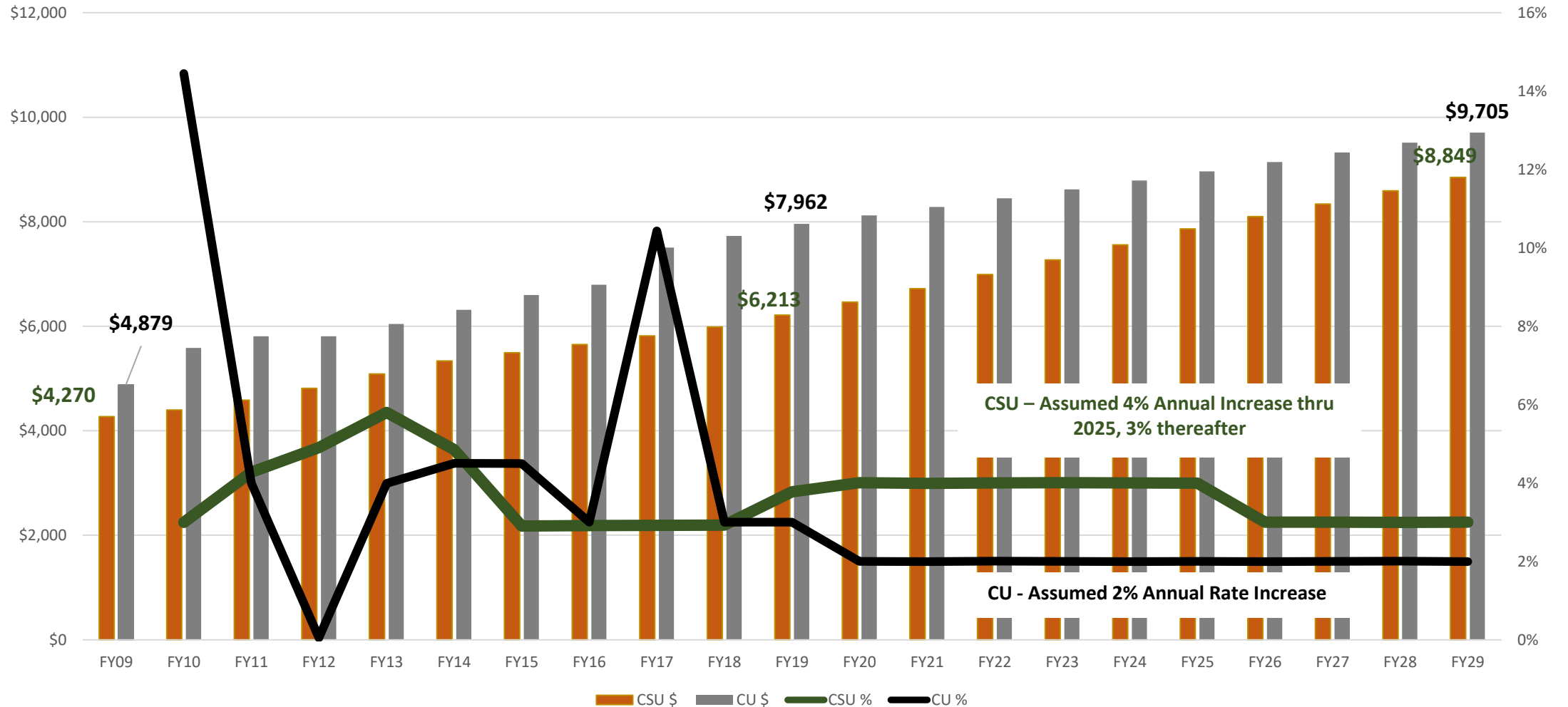
<u>ROOM TYPE AND RESIDENCE HALL</u>	2018-19 Approved Rate	2019-20 Approved Change	2019-20 Approved Rate	Percent Change
Community Style Double (Older Halls)	\$2,873	115	2,988	4.0%
Community Style Double (Laurel Village)	3,161	126	3,287	4.0%
Community Style Double Pod - Meridian Village	3,414	136	3,550	4.0%
Suite Style Double (Braiden, Corbett, Parmelee)	3,368	135	3,503	4.0%
Community Style Designed Single (Durward, Westfall)	3,600	144	3,744	4.0%
Suite Style Double (Summit, Parmelee/Braiden 4th Floor Loft)	3,692	148	3,840	4.0%
Community Style Double Corner (Durward, Westfall)	3,717	-	n/a	
Suite Style Double w/ Private Bath (AV or LV)	3,790	152	3,942	4.0%
Suite Style Double in Quad w/ Private Bath (AV)	3,790	152	3,942	4.0%
Suite Designed Single (Corbett, Braiden, Parmelee)	3,790	152	3,942	4.0%
Community Style Single (LV)	3,960	158	4,118	4.0%
Suite Style Single (Summit, LV, Parm/Braiden 4th floor)	4,723	189	4,912	4.0%
Suite Style Single w/ Private Bath (AV or LV)	4,942	198	5,140	4.0%
Additional charge for Double as Single	750	250	1,000	33.3%
Additional charge for Triple as Double	300	200	500	66.7%



Colorado Peer Comparison Housing Rates

INSTITUTION	FY19	FY20	% Increase ¹
University of Colorado Boulder (CU)	7,962	8,201	3.1%
Colorado School of Mines	6,618	7,141	8.1%
Colorado State University (CSU)	6,213	6,456	4.0%
Fort Lewis College	5,753	5,753	0.0%
University of Northern Colorado (UNC)	5,597	5,597	0.0%
Colorado Mesa University	5,465	5,584	2.2%
Colorado State University Pueblo	5,080	5,229	3.0%
Western State College of Colorado	4,818	4,852	0.7%
University of Wyoming ²	4,761	4,836	0.5%
Adams State University	4,280	4,350	1.7%

CSU vs. CU Housing Rate



Strategic Objectives of Meridian Village



Residential Housing Objective

- + Contribute to CSU's progress toward the Colorado Department of Higher Education attainment goals:
 - + Student Success
 - + Affordability
- + Appealing options that support student growth in and out of the classroom
- + Mitigate deferred maintenance backlog on residence halls that have no appeal and barriers to renovation exist



Meridian Village's Intentional Design

- + **Primary residents first- and second-year students** but allow for flexibility
- + Pod-style units and arrangements that can **attract a mix of students and affordability levels** should be considered
- + Provide a **deliberate and differentiated sophomore experience**
- + Focus on furthering cross-disciplinary academic integration within the residential experience beyond program specific opportunities



Financial Self-Sustainability

- + The new development must provide a range of price points that will **promote accessibility for a socio-economically diverse student body**
- + **Financial self-sustainability** of the housing and dining system
- + Maintain healthy housing and dining system-wide performance

Meridian Village Phase 1 - Cash Flow Analysis

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Dining Seats	2,292	2,292	2,292	2,292	2,052	2,052	2,052	2,052	2,052	2,052	2,052	2,052
Total Beds (design capacity)	9,014	9,014	9,014	9,014	9,626	9,626	9,626	9,626	9,626	9,626	9,626	9,626
REVENUE:												
Annual Room & Board Rate Increases	-	104%	104%	104%	104%	104%	104%	103%	103%	103%	103%	103%
Total Revenue	\$96,440,000	99,550,000	103,260,000	107,270,000	121,040,000	125,730,000	130,620,000	134,540,000	138,570,000	142,730,000	147,010,000	151,420,000
EXPENSES:												
Personnel	\$39,480,000	41,900,000	43,160,000	44,450,000	45,860,000	47,240,000	48,660,000	50,110,000	51,620,000	53,170,000	54,760,000	56,400,000
Operations	\$33,860,000	35,410,000	36,470,000	37,570,000	39,900,000	41,090,000	42,330,000	43,600,000	44,900,000	46,250,000	47,640,000	49,070,000
Total Expenses	\$73,340,000	77,310,000	79,630,000	82,020,000	85,760,000	88,330,000	90,990,000	93,710,000	96,520,000	99,420,000	102,400,000	105,470,000
NET OPERATING INCOME	\$23,100,000	22,240,000	23,630,000	25,250,000	35,280,000	37,400,000	39,630,000	40,830,000	42,050,000	43,310,000	44,610,000	45,950,000
DEBT SERVICE:												
Existing Debt	\$17,983,000	17,984,642	17,944,520	17,797,671	17,949,391	17,977,343	17,982,890	17,850,889	17,860,308	17,847,247	17,853,125	17,857,214
New Debt	\$ -	-	-	-	5,242,000	8,260,000	8,260,000	8,260,000	8,260,000	8,260,000	8,260,000	8,260,000
Total Debt Service	\$17,983,000	17,984,642	17,944,520	17,797,671	23,191,391	26,237,343	26,242,890	26,110,889	26,120,308	26,107,247	26,113,125	26,117,214
NET CASH AFTER DEBT SERVICE	\$5,117,000	4,255,358	5,685,480	7,452,329	12,088,609	11,162,657	13,387,110	14,719,111	15,929,692	17,202,753	18,496,875	19,832,786
DEBT COVERAGE RATIO	1.28	1.24	1.32	1.42	1.52	1.43	1.51	1.56	1.61	1.66	1.71	1.76
Beginning Cash Reserve		\$11,974,186	14,929,544	15,115,024	16,517,353	21,043,462	23,887,369	28,123,854	32,777,277	37,634,713	42,657,984	47,757,429
Add: Cash after debt Service		4,255,358	5,685,480	7,452,329	12,088,609	11,162,657	13,387,110	14,719,111	15,929,692	17,202,753	18,496,875	19,832,786
Less: Average Annual R&R		(5,000,000)	(5,500,000)	(6,050,000)	(7,562,500)	(8,318,750)	(9,150,625)	(10,065,688)	(11,072,256)	(12,179,482)	(13,397,430)	(14,737,173)
Add: Loan Repayment		3,700,000	-	-	-	-	-	-	-	-	-	-
Net Cash at End of Year		\$14,929,544	15,115,024	16,517,353	21,043,462	23,887,369	28,123,854	32,777,277	37,634,713	42,657,984	47,757,429	52,853,042

Moody's Rating Review Excerpts

➤ Rating Reviews completed

- ✓ Refunding of \$
- ✓ New Money of \$45M
- ✓ Considered Meridian Village - \$140M

➤ Credit Strengths

- ❖ Excellent strategic position as Colorado's land-grant with \$1.4B scope of operations, up 37% in FY 14-18
- ❖ Expanding national brand and nonresident growth reflected in robust 48% in net tuition revenue
- ❖ Strong 48% growth in cash and investments to \$1.1 billion over FY 14-18, providing sound operating reserve
- ❖ Multidisciplinary research activity comprising 19% of FY18 expense

➤ S&P – A+ Stable

➤ Moody's – Aa3 Stable

➤ Credit Challenges

- ❖ Moderately high leverage, with spendable cash and investments to debt of 0.7x and debt to operation of 0.9x
- ❖ Very low state funding for operations (11% of operating revenues) relative to peers and high reliance on economically-sensitive tuition revenue
- ❖ Large unfunded pension liability add debt-like liabilities and inflexible costs

Contingency Plans If Enrollment Projections Are Not Met

- Ability to adjust revenue projection based upon annual net cash flow
- Incentivize returning students to live on campus
- Increase the amount of housing offered to transfer students
- Provide housing for conferences throughout the academic year
- Expenditure management related to services provided
- Offer housing for students at Front Range Community College
- Offer housing to CSU employees in Aggie Village Apartments

Lory Student Center and Adult Learner and Veteran Services Project and Plan of Finance

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS



ALVS – Program Success at CSU

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS



Program Objectives:

- Support increased academic achievement and holistic development for all adult learners
- Foster sustainable personal and professional success

Growing Student Engagement/Enrollment:

- ✓ Fall 17 – 1269
- ✓ Fall 18 – 1483
- ✓ Fall 19 – 1561

Recognition and Partnership:

- Military Times Ranking – 5th ranked overall program in U.S.
- Appointed to the Secretary of Department of Veteran Affairs Advisory Committee on Education
- Leadership in National Association of Veteran Program Administrators (NAVPA)
- Recognized by peer institutions as an industry leader
- 2017 NAVPA Distinguished Service Award
- 2019 CSU recognized with an award from Student Veterans of America for the campus support programs
- 2019 recognized by US Chamber of Commerce with a Pathways to Prosperity Champions Award

Project and Financial Highlights

- \$24M Total Project Cost of which \$19.3M bonds and \$5M LSC reserves
- Project will address LSC current mechanical needs
- Rate Increases
 - Fall 2019 – Student Fee of \$12.25 to cover new ALVS portion of project
 - No increase to LSC Student Fee
- 9,300 gsf added to accommodate the Adult Learner and Veteran Services program
- Top-line revenue declines due to estimated results from Bookstore operations
- New debt service estimated to be \$1.1M annually
- Student FTE held constant
- LSC maintains strong reserves to back-up debt service payments



LSC & ALVS Cash Flow Analysis

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
ALVS FT Student Fee	-	12.25	12.25	12.25	12.25	12.25	12.25	12.25	12.25	12.25	12.25	12.25
LSC FT Student Fee	187.28	192.62	192.62	192.62	192.62	192.62	192.62	192.62	192.62	192.62	192.62	192.62
# of FTE's (calculated)	53,697	53,762	53,762	53,762	53,762	53,762	53,762	53,762	53,762	53,762	53,762	53,762
REVENUE:												
ALVS Student Fee Revenue-Bond	-	658,587	658,587	658,587	658,587	658,587	658,587	658,587	658,587	658,587	658,587	658,587
LSC Student Fee Revenue	10,098,634	10,355,680	10,355,680	10,355,680	10,355,680	10,355,680	10,355,680	10,355,680	10,355,680	10,355,680	10,355,680	10,355,680
ALVS All Other Revenue	-	-	3,111	4,098	5,092	6,094	7,103	8,120	9,145	10,177	11,217	12,265
LSC All Other Revenue	25,782,053	25,658,235	25,423,948	25,193,431	24,966,032	24,741,942	24,594,667	24,448,817	24,304,111	24,232,479	24,160,930	24,091,209
TOTAL Revenue	35,880,687	36,672,502	36,441,325	36,211,796	35,985,391	35,762,303	35,616,037	35,471,204	35,327,523	35,256,923	35,186,414	35,117,741
EXPENSES:												
Total LSC Expense (without R&R expense)	29,042,775	30,202,874	29,850,332	29,725,975	29,527,079	29,434,412	29,309,360	29,257,849	29,134,271	29,151,554	29,097,324	29,029,167
NET OPERATING INCOME	6,837,912	6,469,628	6,590,994	6,485,821	6,458,312	6,327,890	6,306,678	6,213,355	6,193,252	6,105,370	6,089,090	6,088,574
DEBT SERVICE:												
ALVS Bond Payment (\$9.3m @ 4.5%)	-	243,846	530,100	530,100	530,100	530,100	530,100	530,100	530,100	530,100	530,100	530,100
LSC Existing Bond Payment	4,535,583	4,553,661	4,529,835	4,529,362	4,535,485	4,540,525	4,533,963	4,532,518	4,536,904	4,528,263	4,082,691	4,078,273
LSC New Bond Payment (\$10m @ 4.5%)	-	265,000	570,000	570,000	570,000	570,000	570,000	570,000	570,000	570,000	570,000	570,000
Total Debt Service	4,535,583	5,062,507	5,629,935	5,629,462	5,635,585	5,640,625	5,634,063	5,632,618	5,637,004	5,628,363	5,182,791	5,178,373
Net Cash After Debt Service	2,302,329	1,407,121	961,059	856,359	822,727	687,265	672,615	580,737	556,248	477,007	906,299	910,201
Debt Coverage Ratio	1.51	1.28	1.17	1.15	1.15	1.12	1.12	1.10	1.10	1.08	1.17	1.18
Beginning Fund Balance	4,555,651	8,046,254	7,203,375	7,769,434	8,230,793	8,658,520	8,950,786	9,228,400	9,414,138	9,575,386	9,657,393	10,168,692
Add: Net Cash After Debt Service	2,302,329	1,407,121	961,059	856,359	822,727	687,265	672,615	580,737	556,248	477,007	906,299	910,201
Reserve Balance and transfers	1,488,274	(1,950,000)	-	-	-	-	-	-	-	-	-	-
R&R Expense	(300,000)	(300,000)	(395,000)	(395,000)	(395,000)	(395,000)	(395,000)	(395,000)	(395,000)	(395,000)	(395,000)	(395,000)
Ending Fund Balance/Reserve	8,046,254	7,203,375	7,769,434	8,230,793	8,658,520	8,950,786	9,228,400	9,414,138	9,575,386	9,657,393	10,168,692	10,683,893



Plan of Finance -Meridian Village & LSC/ALVS

- Issuance of tax-exempt long-term bonds
- Bonds to include capitalized interest for construction period
- Proposed issuance date for Phase I: July, 2020
- Utilize Commercial Paper to fund project expenses before July, 2020
- Obtain ratings from Standard & Poor's and Moody's; no State-Intercept
- Analyze different structures closer to issuance date; could include variable rate, different level of maturities

Item #7

Adoption of Eighteenth Supplemental Resolution System Enterprise Revenue Bonds Series 2020

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
COLORADO STATE UNIVERSITY - PUEBLO
CSU - GLOBAL CAMPUS



**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM**

EIGHTEENTH SUPPLEMENTAL RESOLUTION

Authorizing the issuance of one or more series of:

Board of Governors of the Colorado State University System
System Enterprise Revenue Bonds
Series 2020

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EIGHTEENTH SUPPLEMENTAL RESOLUTION

WITNESSETH:

WHEREAS, the Board of Governors of the Colorado State University System (the “Board”) has adopted a Master System Enterprise Bond Resolution on June 20, 2007, as previously supplemented (the “Master Resolution”); and

WHEREAS, this Eighteenth Supplemental Resolution is proposed for adoption pursuant to and in accordance with the Master Resolution; and

WHEREAS, the Board has determined to authorize hereby the issuance of Bonds, in one or more series or subseries, to be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2020” (referred to herein as the “Series 2020 Bonds”) for the purposes of (a) defraying the cost of financing the 2020 Improvement Projects, as further described herein; and (b) paying certain costs relating to the issuance thereof, in accordance with and as provided by the Master Resolution and this Eighteenth Supplemental Resolution;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM:

ARTICLE I

DEFINITIONS

Section 1.01. Definitions. Except as provided below in this Section, all terms which are defined in Section 1.01 of the Master Resolution shall have the same meanings, respectively, in this Eighteenth Supplemental Resolution as such terms are given in the Master Resolution. In addition, the following terms shall have the following respective meanings:

“*Authorized Denomination*” shall have the meaning set forth in the Pricing Certificate.

“*Board Representative*” means the Chief Financial Officer of the System and any other officer of the System subsequently designated by the Board or the Chief Financial Officer to be the Board Representative with respect to all matters affecting the Bonds.

“*Bond Insurance Policy*” means the municipal bond new issue insurance policy issued by the Bond Insurer, if any, that guarantees payment of principal of and interest on all or a portion of the Series 2020 Bonds.

“*Bond Insurer*” means such municipal bond insurance company, if any, as shall be selected to provide credit enhancement with respect to all or any portion of the Series 2020 Bonds, as designated in the Pricing Certificate.

“*Continuing Disclosure Undertaking*” means the Continuing Disclosure Undertaking of the Board with respect to the Series 2020 Bonds authorized in Section 2.06 hereof; provided,

however, that the Continuing Disclosure Undertaking may refer to multiple undertakings in the event the Series 2020 Bonds are issued in more than one series.

“*Financial Consultant*” means, with respect to the Series 2020 Bonds, North Slope Capital Advisors, Denver, Colorado, in its capacity as municipal advisor, and any successor thereto.

“*Eighteenth Supplemental Resolution*” means this Eighteenth Supplemental Resolution adopted by the Board on October __, 2019.

“*Interest Payment Date*” means (a) each March 1 and September 1, commencing on the date or dates set forth in the Pricing Certificate with respect to the Series 2020 Bonds; (b) any other date or dates that interest is due and payable with respect to the Series 2020 Bonds as set forth in the Pricing Certificate with respect to the Series 2020 Bonds; and (c) the final maturity date of or any redemption date of each Series 2020 Bond.

“*Issue Date*” means the date or dates (in the event the Series 2020 Bonds are issued in more than one series) on which the Series 2020 Bonds are first delivered to the initial purchasers thereof against payment therefor.

“*Master Resolution*” means the Master Resolution adopted by the Board on June 20, 2007, as previously amended and supplemented and as may be further amended and supplemented from time-to-time.

“*Official Statement*” means the final Official Statement relating to the Series 2020 Bonds, including any supplements thereto; provided, however, that the Official Statement may refer to multiple Official Statements in the event the Series 2020 Bonds are issued in more than one series.

“*Preliminary Official Statement*” means the Preliminary Official Statement relating to the Series 2020 Bonds, including any supplements thereto; provided, however, that the Preliminary Official Statement may refer to multiple Preliminary Official Statements in the event the Series 2020 Bonds are issued in more than one series.

“*Pricing Certificate*” means a certificate executed by the Board Representative and evidencing the determinations made pursuant to Section 3.03(b) of this Eighteenth Supplemental Resolution; provided, however, that the Pricing Certificate may refer to multiple certificates, in the event the Series 2020 Bonds are issued in more than one series, and provided further that the provisions of any Pricing Certificate shall be deemed to be incorporated into this Eighteenth Supplemental Resolution.

“*Purchase Contract*” means any Purchase Contract relating to the Series 2020 Bonds between the Board and the Underwriters; provided, however, that the Purchase Contract may refer to multiple contracts in the event the Series 2020 Bonds are issued in more than one series.

“*Regular Record Date*” means the close of business on the fifteenth day (whether or not a Business Day) of the calendar month next preceding each regularly scheduled Interest Payment Date for the Series 2020 Bonds.

“*Resolution*” means the Master Resolution as supplemented by this Eighteenth Supplemental Resolution.

“*Series 2020 Bonds*” means the Bonds issued in one or more series or subseries hereunder and designated as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2020,” and as more particularly designated in the Pricing Certificate.

“*State Intercept Act*” means Section 23-5-139, Colorado Revised Statutes, as amended.

“*State Intercept Program*” means the Higher Education Revenue Bond Intercept Program, established pursuant to the State Intercept Act.

“*State*” means the State of Colorado.

“*Taxable Obligation*” means any Series 2020 Bonds the interest on which is not excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2020 Bonds, shall be determined by the Board Representative, in accordance with the Article VII hereof titled “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Tax Exempt Obligation*” means any Series 2020 Bonds the interest on which is excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2020 Bonds, shall be determined by the Board Representative, in accordance with Article VII hereof title “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Underwriters*” means the investment banking firms, financial institutions or commercial banks who execute the Purchase Contract who are acting as underwriters, direct purchasers or lenders in connection with the sale of the Series 2020 Bonds.

“*2020 Expense Account*” means the account created in Section 5.02(b) hereof.

“*2020 Improvement Projects*” means the financing of certain Improvement Projects, as determined by the Board, including but not limited to, construction, renovation or equipping of (a)(i) the Meridian Village Residence Hall; (ii) the Lory Student Center and Adult Learner and Veteran Services Project; and (iii) the Women’s Soccer and Softball Complex; (b) any other improvements to any of the campuses for which the Board has spending authority; and (c) such other capital projects as may be designated and approved by the Board.

“*2020 Improvement Projects Fund*” means the fund created in Section 5.02(a) hereof, including any accounts and subaccounts therein.

“*2020 Paying Agency Agreement*” means the Paying Agency, Transfer Agency and Bond Registrar Agreement, by and between the Board and the 2020 Paying Agent relating to the Series 2020 Bonds; provided, however, that the 2020 Paying Agent Agreement may refer to multiple agreements in the event the Series 2020 Bonds are issued in more than one series.

“2020 *Paying Agent*” means Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, acting as agent of the Board for the payment of the principal of, premium, if any, and interest on the Series 2020 Bonds, and any successor thereto.

“2020 *Registrar*” means the 2020 Paying Agent acting as agent of the Board for the registration of the Series 2020 Bonds, and any successor thereto.

“2020 *Tax Certificate*” means the Tax Certificate relating to the Series 2020 Bonds, executed by the Board on the date of issuance of the Series 2020 Bonds; provided, however, that the 2020 Tax Certificate may refer to multiple tax compliance certificates executed in connection with the Series 2020 Bonds.

Section 1.02. Construction. This Eighteenth Supplemental Resolution shall be construed as follows:

(a) The captions herein are for convenience only and in no way define, limit or describe the scope or intent of any provisions hereof.

(b) Any Series 2020 Bond held by the Board shall not be deemed to be Outstanding for the purpose of redemption, for the purpose of consents hereunder or for any other purpose.

Section 1.03. Successors. All of the covenants, stipulations, obligations and agreements by or on behalf of and any other provisions for the benefit of the System or the Board set forth in the Resolution shall bind and inure to the benefit of any successors thereof and shall bind and inure to the benefit of any officer, board, district, commission, authority, agent, enterprise or instrumentality to whom or to which there shall be transferred by or in accordance with law any right, power or duty of the System or the Board or of their respective successors, if any, the possession of which is necessary or appropriate in order to comply with any such covenants, stipulations, obligations, agreements, or other provisions hereof.

Section 1.04. Parties Interested Herein. Except as otherwise expressly provided in the Resolution, nothing expressed or implied in the Resolution is intended or shall be construed to confer upon or to give to any Person, other than the System, the Board, the 2020 Paying Agent, the Bond Insurer, if any, and the owners from time-to-time of the Series 2020 Bonds, any right, remedy or claim under or by reason hereof or any covenant, condition or stipulation hereof. All the covenants, stipulations, promises and agreements set forth herein by and on behalf of the System shall be for the sole and exclusive benefit of the System, the Board, the 2020 Paying Agent, the Bond Insurer, if any, and the owners from time-to-time of the Series 2020 Bonds.

Section 1.05. Ratification. All action heretofore taken (not inconsistent with the provisions of the Resolution) by the officers of the Board, the officers of the System, the Financial Consultant, and otherwise by the Board directed toward the 2020 Improvement Projects and the issuance, sale and delivery of the Series 2020 Bonds for such purposes, be, and the same hereby is, ratified, approved and confirmed, including, without limitation, the sale of the Series 2020 Bonds as provided in the Purchase Contract and the preparation and distribution of the Preliminary Official Statement and final Official Statement in connection therewith.

Section 1.06. Resolution Irrepealable. After any Series 2020 Bonds are issued, the Resolution shall constitute an irrevocable contract between the Board and owners of the Series 2020 Bonds; and the Resolution shall be and remain irrepealable until the Series 2020 Bonds and the interest thereon shall be fully paid, as herein provided.

Section 1.07. Repealer. All bylaws, orders and resolutions, or parts thereof, inconsistent herewith are hereby repealed to the extent only of such inconsistency. This repealer shall not be construed to revive any bylaw, order, resolution or part thereof, heretofore repealed.

Section 1.08. Severability. If any provision of the Resolution shall be held invalid or unenforceable, such holding shall not affect any other provisions hereof.

Section 1.09. Effective Date. This Eighteenth Supplemental Resolution shall become effective immediately upon its passage.

ARTICLE II

AUTHORIZATION OF 2020 IMPROVEMENT PROJECTS AND CERTAIN RELATED DOCUMENTS

Section 2.01. Authority for Resolution. The Resolution is adopted by virtue of the plenary powers of the Board as a constitutionally established body corporate under Article VIII, Section 5 of the Constitution of the State and under the particular authority of the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Research Building Fund Act, the State Intercept Act (if applicable) and the Supplemental Public Securities Act. The Board has ascertained and hereby determines that each matter and thing as to which provision is made herein is necessary in order to carry out and effectuate the purposes of the Board in accordance with such powers and authority.

Section 2.02. Necessity of the 2020 Improvement Projects and Series 2020 Bonds. It is necessary and for the best interests of the Board and the System that the Board undertake the 2020 Improvement Projects as herein authorized and obtain funds therefor by issuing the Series 2020 Bonds; and the Board hereby so determines and declares.

Section 2.03. Authorization of the 2020 Improvement Projects. The Board hereby determines to undertake the 2020 Improvement Projects pursuant to the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Research Building Fund Act, the State Intercept Act (if applicable), the Supplemental Public Securities Act, and applicable provisions of the Code, and further determines that all requirements and limitations of such statutes have been met.

In addition, the Board hereby determines that (a) the limitations and requirements imposed by the Resolution for the issuance of Bonds have been met, and (b) the 2020 Improvement Projects are hereby authorized.

Section 2.04. Provision for Sale of Series 2020 Bonds. The Board Representative and the officers of the Board, or any of them, are hereby authorized, for and on behalf of the Board, to accept and execute the Purchase Contract in substantially the form filed with the Board on or

following the date of adoption of this Eighteenth Supplemental Resolution, bearing interest at the rates therein designated and otherwise upon the terms and conditions provided in this Eighteenth Supplemental Resolution, the Pricing Certificate and such Purchase Contract.

Section 2.05. Execution of 2020 Paying Agency Agreement. The appropriate officers of the Board, as designated in the 2020 Paying Agency Agreement, are hereby authorized to complete and execute the 2020 Paying Agency Agreement on behalf of and in the name of the Board, in substantially the form filed with the Board following the date of adoption of this Eighteenth Supplemental Resolution.

Section 2.06. Approval and Use of Preliminary Official Statement and Official Statement; Rule 15c2-12; Continuing Disclosure Undertaking. The distribution and use of a Preliminary Official Statement relating to the Series 2020 Bonds, in substantially the form filed with the Board on or following the date of adoption of this Eighteenth Supplemental Resolution, is hereby approved with such changes as may be necessary for the sale of the Series 2020 Bonds. The Chair of the Board and/or the Chancellor of the System is each hereby authorized, directed and empowered to determine when such Preliminary Official Statement may be deemed final within the meaning of Securities and Exchange Rule 15c2-12, subject to permitted omissions, and thereupon to give a certificate to such effect. The Chair of the Board and/or the Chancellor of the System is each hereby authorized to execute and deliver the final Official Statement relating to the Series 2020 Bonds and the Underwriters may thereafter distribute the same. The appropriate officers of the Board and the System are hereby authorized to complete and execute the Continuing Disclosure Undertaking on behalf of and in the name of the Board, in substantially the form attached to the Preliminary Official Statement.

Section 2.07. Bond Insurance. In the event that it is determined to obtain a municipal bond insurance policy insuring the payment when due of the principal of and interest on all or a portion of the Series 2020 Bonds, as provided in Section 3.03(b)(ii) hereof and the Pricing Certificate, the completion, execution and delivery of all documents relating to and required or necessary in connection with such municipal bond insurance policy by the appropriate officers of the Board and the System are hereby authorized and approved. To the extent provided therein, the provisions of any agreement between the Board and the Bond Insurer, as contemplated in this Section 2.08, shall be deemed to be incorporated in this Eighteenth Supplemental Resolution and shall be enforceable as if set forth herein.

Section 2.08. Execution of Documents. The following individuals, namely: the Chair of the Board, the Secretary of the Board, the Chancellor of the System, General Counsel to the System, the Chief Financial Officer of the System and the Treasurer of the System (and any other officers authorized by law to act on their behalf in their absence) are hereby authorized to execute and deliver, this Eighteenth Supplemental Resolution, and, as appropriate in connection with each series of Series 2020 Bonds issued hereunder, the Purchase Contract, the Pricing Certificate, the 2020 Paying Agency Agreement, the Continuing Disclosure Undertaking, the Official Statement, any documents required in connection with any Series 2020 Bonds, and any other documents or certificates necessary or appropriate to close the sale of the Series 2020 Bonds and all related transactions and to take any action with respect to any matter required to accomplish the same.

ARTICLE III

AUTHORIZATION AND TERMS OF SERIES 2020 BONDS

Section 3.01. Authorization of Series 2020 Bonds. Pursuant to the provisions of the Master Resolution, there is hereby authorized the borrowing of funds, and to evidence such borrowing there are hereby authorized one or more series Bonds of the Board designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2020,” or as more particularly designated in the Pricing Certificate, including the year of issuance. If, in accordance with the Article VII titled “FEDERAL TAX LAW MATTERS,” the Board Representative shall determine that any series of Series 2020 Bonds shall constitute a Taxable Obligation, the title of such series shall further include the following: “Taxable.” The full title of any and all series of bonds issued hereunder shall be determined by the Board Representative in accordance with the foregoing, and shall be set forth in the Pricing Certificate.

Section 3.02. Purposes. The Series 2020 Bonds are authorized for the purposes of funding the 2020 Improvement Projects and paying certain costs of issuance relating to the Series 2020 Bonds, all as more specifically provided in Article V hereof.

Section 3.03. Terms of Series 2020 Bonds, Generally.

(a) **Registered Form; Numbers and Date.** The Series 2020 Bonds shall be issued in fully registered form and shall be numbered from one upward in consecutive numerical order preceded by the letter “R.” The registered Owner of all Series 2020 Bonds shall be a Securities Depository in accordance with the Master Resolution. The Series 2020 Bonds shall be dated the Issue Date.

(b) **Principal Amounts; Maturities; Interest Rates.** The Series 2020 Bonds shall mature, subject to the right of prior redemption as provided in Article IV hereof, on the dates and in the aggregate principal amounts, and shall bear interest, payable on each Interest Payment Date, as provided below:

(i) **Parameters.** Any Series 2020 Bonds, issued in one or more series or subseries, shall be issued in an aggregate principal amount not to exceed \$180,000,000 for the 2020 Improvement Projects. Any Series 2020 Bonds, issued in one or more series or subseries, shall bear interest at such taxable and/or tax exempt rate or rates resulting in a true interest cost not exceeding 6% with respect to any debt issued hereunder. Notwithstanding the foregoing, if the Series 2020 Bonds are issued to bear interest at a variable, adjustable, convertible or similar rate they may have a maximum interest rate not in excess of 12% per annum. Any Series 2020 Bonds may mature as term bonds or serial bonds, or both, not later than March 1, 2060 with respect to bonds issued for the 2020 Improvements Projects.

(ii) **Delegated Powers.** The Board Representative is authorized, without further approval of the Board, to make any and all determinations listed in

Section 11-57-205(1), Colorado Revised Statutes, as amended, provided such determinations are not inconsistent with the standards set forth in this Eighteenth Supplemental Resolution. In furtherance thereof, the Board Representative is hereby authorized, without further approval of the Board, to determine in conformity with the standards set forth in this Eighteenth Supplemental Resolution and after the Series 2020 Bonds have been priced in the market: (A) the final designation of one or more series or subseries of the Series 2020 Bonds; (B) the principal amount of each series or subseries of the Series 2020 Bonds; (C) the coupon interest rate or rates (whether fixed or variable) on the Series 2020 Bonds; (D) the maturity or maturities of the Series 2020 Bonds (any of which may include Series 2020 Bonds bearing different interest rates) and the amount and date of any mandatory sinking fund redemption; (E) provisions for the optional, mandatory or extraordinary redemption of any or all of the Series 2020 Bonds prior to maturity; (F) the purchase price of the Series 2020 Bonds; (G) whether the Series 2020 Bonds will constitute Tax Exempt Obligations, Taxable Obligations, and the other matters set forth in Article VII hereof entitled “FEDERAL TAX LAW MATTERS”; (H) whether or not to utilize bond insurance, a Credit Facility or a debt service reserve policy for the Series 2020 Bonds and the execution of all agreements, documents and certificates in connection therewith; (I) whether or not the Series 2020 Bonds will be sold pursuant to a negotiated sale, a competitive sale or direct placement; all as may be necessary to effect the 2020 Improvement Projects and in a manner consistent with this Eighteenth Supplemental Resolution; including the estimated true interest cost of the Series 2020 Bonds and the Underwriter’s or Purchaser’s discount relating to the Series 2020 Bonds; (J) whether or not there will be any capitalized interest; (K) which elements of the 2020 Improvement Projects will be financed with the proceeds of the Series 2020 Bonds; (L) whether or not to qualify any of the Series 2020 Bonds under the State Intercept Program; and (M) whether or not to issue the Series 2020 Bonds as Capital Appreciation Bonds, Credit Enhanced Bonds or as obligations that bear interest at a variable, adjustable, convertible or similar rate. The determinations described herein shall be evidenced by a Pricing Certificate filed with the Board, and except as otherwise expressly provided herein or in the Master Resolution, the terms of the Series 2020 Bonds shall be as set forth in the Pricing Certificate and incorporated by reference into this Eighteenth Supplemental Resolution.

(c) ***Authorized Denominations.*** The Series 2020 Bonds shall be issued in Authorized Denominations.

(d) ***Computation of Interest.*** Each Series 2020 Bond shall bear interest at the applicable rate in accordance with Section 3.03(b) hereof, (i) from the date of authentication, if authenticated on an Interest Payment Date to which interest has been paid or duly provided for; or (ii) from the last preceding Interest Payment Date to which interest has been paid or duly provided for (or the Issue Date if no interest thereon has been paid or duly provided for) in all other cases. The amount of interest so payable on Series 2020 Bonds on any Interest Payment Date shall be computed on the basis of a

360-day year of twelve 30-day months, unless an alternative computational convention is set forth in the Pricing Certificate.

(e) ***Appointment of 2020 Paying Agent and 2020 Registrar.*** Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, is hereby appointed the 2020 Paying Agent and 2020 Registrar.

Section 3.04. Payment of Bond Requirements.

(a) ***Principal and Final Interest.*** The principal or Redemption Price of and the final interest payment on any Series 2020 Bond shall be payable to the owner thereof as shown on the registration books maintained by the 2020 Registrar upon maturity or prior redemption thereof and upon presentation and surrender at the principal office of the 2020 Paying Agent. If any Series 2020 Bond shall not be paid upon such presentation and surrender at or after maturity, it shall continue to draw interest (but without compounding of interest) at the rate borne by it until the principal thereof is paid in full.

(b) ***Interest.*** The interest due on any Series 2020 Bond on any Interest Payment Date shall be paid to the owner thereof, as shown on the registration books kept by the 2020 Registrar at the close of business on the Regular Record Date. Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the owner of such Series 2020 Bond on the Regular Record Date and shall be payable to the person who is the owner of such Series 2020 Bond at the close of business on a Special Record Date for the payment of any such defaulted interest. Such Special Record Date shall be fixed in accordance with Section 3.10 of the Master Resolution.

(c) ***Payment of Interest.*** All payments of interest on any Series 2020 Bond shall be paid to the person entitled thereto pursuant to Section 3.04(b) above by check mailed on the Interest Payment Date to his or her address as it appears on the registration books kept by the 2020 Registrar (or, in the case of defaulted interest, the date selected by the 2020 Registrar for the payment of such defaulted interest), or, at the option of any owner of \$1,000,000 or more in principal amount of Series 2020 Bonds, by wire transfer on such date to a bank within the continental United States as directed by such owner.

(d) ***State Intercept Program.*** The Board may elect to utilize the State Intercept Program for all or a portion of the 2020 Improvement Projects. The final determination of which Series 2020 Bonds (and any series thereof) are subject to the State Intercept Program shall be set forth in the Pricing Certificate. The Board is hereby directed to file with the State Treasurer a copy of this Eighteenth Supplemental Resolution, the Pricing Certificate and the Official Statement. The Board shall also make such filings as are required by the State Intercept Act. The Board hereby directs the Board Representative to take all action necessary to comply with the provisions of the State Intercept Act and qualify the Series 2020 Bonds for the State Intercept Program. In the event that payments of the principal of and interest on the Series 2020 Bonds are made by the State Treasurer pursuant to the provisions of the State Intercept Program, the Board hereby agrees that, to the extent such amounts paid by the State Treasurer have not been recovered by the State Treasurer from the sources set forth in Section 23-5-139(3)

of the State Intercept Act, the Board shall, solely from Net Revenues remaining in the Revenue Fund and that are available for such purpose, pay to the State Treasurer an amount equal to the principal and interest payments made by the State Treasurer, less any such amounts previously recovered by or paid to the State Treasurer.

Section 3.05. Bond Form. Subject to the provisions of this Eighteenth Supplemental Resolution, the Series 2020 Bonds shall be in substantially the form set forth in Exhibit A hereto, with such omissions, insertions, endorsements and variations as to any recitals of fact or other provisions as may be required by the circumstances, be required or permitted by the Master Resolution, or be consistent with the Master Resolution.

Section 3.06. State Tax Exemption. Pursuant to Section 23-5-105, Colorado Revised Statutes, as amended, the Series 2020 Bonds, their transfer, and the income therefrom shall forever be and remain free and exempt from taxation by the State or any subdivision thereof.

ARTICLE IV

REDEMPTION OF SERIES 2020 BONDS

Section 4.01. Optional Redemption. The Series 2020 Bonds shall be subject to redemption prior to maturity at the option of the Board, if at all, on the dates and at the Redemption Prices as set forth in the Pricing Certificate.

Section 4.02. Mandatory Sinking Fund and Make Whole Redemption. The Series 2020 Bonds shall be subject to mandatory sinking fund redemption and make whole redemption, if at all, on the dates and in the principal amounts as set forth in the Pricing Certificate.

Section 4.03. Selection of Series 2020 Bonds for Redemption. If less than all of the Series 2020 Bonds are called for prior redemption hereunder, the Series 2020 Bonds or portions to be redeemed shall be redeemed in such order of maturities as shall be specified by the Board. If less than all Series 2020 Bonds or portions thereof of a single maturity and rate are to be redeemed, they shall be selected by lot in such manner as the Paying Agent may determine. In the case of a Series 2020 Bond of a denomination larger than an Authorized Denomination, such Series 2020 Bond may be redeemed only in principal amounts equal to any integral multiple of the minimum Authorized Denomination. In the event a portion of any Series 2020 Bonds is so redeemed, the 2020 Registrar shall, without charge to the owner of such Series 2020 Bond, authenticate a replacement Series 2020 Bond for the unredeemed portion thereof.

Section 4.04. Redemption Procedures. Except as otherwise provided herein, the Series 2020 Bonds shall be called for prior redemption and shall be paid by the 2020 Paying Agent upon notice as provided in Section 4.05 hereof. The 2020 Registrar shall not be required to transfer or exchange any Series 2020 Bond after notice of the redemption of such Series 2020 Bond has been given (except the unredeemed portion of such Series 2020 Bond, if redeemed in part) or to transfer or exchange any Series 2020 Bond during the period of 15 days next preceding the day such notice is given.

In addition, the 2020 Registrar is hereby authorized to comply with any operational procedures and requirements of the Securities Depository relating to redemption of Series 2020

Bonds and notice thereof. The Board and the 2020 Registrar shall have no responsibility or obligation with respect to the accuracy of the records of the Securities Depository or a nominee therefor or any Participant of such Securities Depository with respect to any ownership interest in the Series 2020 Bonds or the delivery to any Participant, beneficial owner or any other person (except to a registered owner of the Series 2020 Bonds) of any notice with respect to the Series 2020 Bonds, including any notice of redemption.

Section 4.05. Notice of Redemption. The 2020 Registrar shall cause notice of the redemption of the Series 2020 Bonds being redeemed under this Article IV to be given in the form and manner described in Section 3.07 of the Master Resolution not less than 30 days nor more than 60 days prior to the redemption date.

Section 4.06. Tender and Purchase. The Series 2020 Bonds shall be subject to tender and purchase prior to maturity at the option of the Board, if at all, on the dates, in the manner and at the prices as set forth in the Pricing Certificate.

ARTICLE V

ISSUANCE OF SERIES 2020 BONDS AND USE OF SERIES 2020 BOND PROCEEDS

Section 5.01. Series 2020 Bond Preparation, Execution and Delivery. The officers of the Board and the System designated in this Eighteenth Supplemental Resolution are hereby authorized and directed to prepare and to execute the Series 2020 Bonds, as herein provided. When the Series 2020 Bonds have been duly executed, the Board Representative shall deliver them to the Underwriters upon receipt of the agreed purchase price.

Section 5.02. Disposition of Series 2020 Bond Proceeds. The proceeds of the Series 2020 Bonds, upon the receipt thereof, shall be accounted for in the following manner and priority and are hereby pledged therefor:

(a) **2020 Improvement Projects Fund.** First, from the proceeds of the Series 2020 Bonds, there shall be deposited in a separate account, which account is hereby created, to be known as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2020, Improvement Projects Fund” (the “2020 Improvement Projects Fund”), such amount as the Board Representative shall determine to be necessary and available to defray the costs of the 2020 Improvement Projects, subject to the provisions of the 2020 Tax Certificate. Such account shall be under the control of the Board.

There is hereby created within the 2020 Improvement Projects Fund a separate account under the control of the Board which shall be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2020, Capitalized Interest Account” (the “2020 Capitalized Interest Account”). There shall be credited to such 2020 Capitalized Interest Account such amount as the Board Representative shall determine to be necessary and available to pay a portion of the interest on the Series 2020 Bonds through a date specified by the Board

Representative in the Pricing Certificate, taking into account any other moneys available to pay interest on the Series 2020 Bonds.

In the event that the Series 2020 Bonds are issued in only one series, then the Board shall not be required to establish additional accounts or subaccounts within the 2020 Improvement Projects Fund; provided, however, that in the event that the Series 2020 Bonds are issued in more than one series, additional separate accounts and, as necessary, subaccounts shall be created within the 2020 Improvement Projects Fund in accordance with the following:

A separate account shall be created within the 2020 Improvement Projects Fund for each separate series of Series 2020 Bonds issued as Tax Exempt Obligations the proceeds of which are to be applied to the 2020 Improvement Projects, into which shall be deposited amounts received from the sale of each such series of the Series 2020 Bonds, and the amount of such deposit shall be as set forth in the Pricing Certificate.

In the event that any of the Series 2020 Bonds are issued as Taxable Obligations, and the proceeds from such Series 2020 Bonds are to be applied to the 2020 Improvement Projects, then separate accounts shall be established for each such series of Series 2020 Bonds, and the amount of proceeds from the sale of such Series 2020 Bonds deposited to such account(s) shall be as set forth in the Pricing Certificate.

(b) **2020 Expense Account.** Second, from the proceeds of the Series 2020 Bonds, there shall be deposited to the credit of a separate account, hereby created (the “2020 Expense Account”), which 2020 Expense Account shall be under the control of the Board, all remaining amounts of proceeds of the Series 2020 Bonds. From such 2020 Expense Account, the Board shall be authorized to pay all expenses associated with the issuance of the Series 2020 Bonds. Any moneys remaining in the 2020 Expense Account six months after the date of issuance of the Series 2020 Bonds shall be transferred as directed by the Board Representative.

Section 5.03. Application of 2020 Improvement Projects Fund. Amounts on deposit in the 2020 Capitalized Interest Account within the 2020 Improvement Projects Fund shall be applied to the payment of interest on the Series 2020 Bonds as directed by the Board Representative. Any other moneys credited from time-to-time to the 2020 Improvement Projects Fund shall be used, without requisition, voucher or other direction or further authority than is herein contained, to pay, or to reimburse the Board and the System for the payment of costs of the 2020 Improvement Projects, as the same become due. All amounts derived from the investment of moneys on deposit in the 2020 Improvement Projects Fund shall remain in the 2020 Improvement Projects Fund and shall be applied as described herein, or, at the direction of the Board Representative, shall be applied to pay interest on the Series 2020 Bonds. Upon completion of the 2020 Improvement Projects by the Board and the delivery of a Completion Certificate to the Board in accordance with the Resolution, all money remaining in the 2020 Improvement Projects Fund, except amounts estimated to be needed for costs of the 2020 Improvement Projects not then due and payable as provided in Section 5.04 hereof, may be used for any other lawful capital expenditures of the Board or may be transferred to the Series 2020

Principal Account of the Debt Service Fund and used to pay the principal of, premium, if any, or interest on the Series 2020 Bonds.

Section 5.04. Completion of 2020 Improvement Projects. Upon completion of the 2020 Improvement Projects and the acceptance thereof by the System, the Board Representative shall deliver to the Board a certificate (the “Completion Certificate”) stating that, to the best of the System’s knowledge based upon the representations of the Board Representative and the contractors, architects, engineers, vendors or other consultants, and except for any amounts estimated by the Board Representative to be necessary for payment of any costs of the 2020 Improvement Projects not then due and payable as set forth in such certificate, the 2020 Improvement Projects have been completed and accepted by the System and all costs of the 2020 Improvement Projects have been paid. Notwithstanding the foregoing, such certificate shall not, and shall state that it does not, prejudice any rights against third parties which exist at the date of such certificate or which may subsequently come into being.

Section 5.05. Purchaser Not Responsible. The Underwriters, any associate thereof, and any subsequent owner of any Series 2020 Bond shall in no manner be responsible for the application or disposal by the Board or by any System officer or any other employee or agent of the Board or System of the moneys derived from the sale of the Series 2020 Bonds or of any other moneys herein designated.

ARTICLE VI

ESTABLISHMENT OF CERTAIN ACCOUNTS

Section 6.01. Establishment of Certain Accounts. In accordance with Section 5.01 of the Master Resolution, the Board hereby creates and establishes the following accounts in respect of the Series 2020 Bonds: (a) within the Debt Service Fund, a “Series 2020 Interest Account” and a “Series 2020 Principal Account”; and (b) within the Rebate Fund, a “Series 2020 Rebate Account.” Such accounts shall be maintained and applied as provided in (i) Section 5.06 of the Master Resolution, with respect to the Series 2020 Interest Account and the Series 2020 Principal Account; and (ii) Sections 5.11 through 5.13 of the Master Resolution, with respect to the Series 2020 Rebate Account.

ARTICLE VII

FEDERAL TAX LAW MATTERS

Section 7.01. Determination of Tax Exempt or Taxable Obligations; Reimbursement. All or any portion of the Series 2020 Bonds is authorized to be issued as a Tax Exempt Obligation or Taxable Obligation. The Board hereby delegates to the Board Representative the authority to determine what, if any, portion of the Series 2020 Bonds shall constitute a Tax Exempt Obligation, and what, if any, portion of the Series 2020 Bonds shall constitute a Taxable Obligation which determinations shall be set forth in the applicable Pricing Certificate. To the extent that any portion of the Series 2020 Bonds shall constitute Tax Exempt Obligations, for purposes of ensuring that the interest on the Tax Exempt Obligations is and remains excluded from gross income for federal income tax purposes, the Board makes the

covenants set forth in Sections 7.02 through 7.04 of this Article VII. In the event that, as determined by the Board Representative and set forth in the Pricing Certificate, no portion of the Series 2020 Bonds constitutes Tax Exempt Obligations, Sections 7.02 through 7.04 of this Article VII shall be of no force or effect.

The Board hereby declares its official intent, pursuant to 26 C.F.R. § 1.150-2, to reimburse itself for the expenditure of the Board's funds for the 2020 Improvement Projects from the proceeds of the Series 2020 Bonds.

Section 7.02. Prohibited Actions. The Board will not use or permit the use of any proceeds of the Tax Exempt Obligations or any other funds of the Board from whatever source derived, directly or indirectly, to acquire any securities or obligations and shall not take or permit to be taken any other action or actions, which would cause any Tax Exempt Obligations to be an "arbitrage bond" within the meaning of Section 148 of the Code, or would otherwise cause the interest on any Tax Exempt Obligations to be includible in gross income for federal income tax purposes.

Section 7.03. Affirmative Actions. The Board will at all times do and perform all acts permitted by law that are necessary in order to assure that interest paid by the Board on the Tax Exempt Obligations shall not be includible in gross income for federal income tax purposes under the Code or any other valid provision of law. In particular, but without limitation, the Board represents, warrants and covenants to comply with the following unless it receives an opinion of Bond Counsel stating that such compliance is not necessary: (a) gross proceeds of the Tax Exempt Obligations will not be used in a manner that will cause the Series 2020 Bonds to be considered "private activity bonds" within the meaning of the Code; (b) the Tax Exempt Obligations are not and will not become directly or indirectly "federally guaranteed"; and (c) the Board will timely file Internal Revenue Form 8038-G which shall contain the information required to be filed pursuant to Section 149(e) of the Code with respect to the Tax Exempt Obligations.

Section 7.04. 2020 Tax Certificate. The Board will comply with the 2020 Tax Certificate delivered to it on the date of issuance of any Series 2020 Bonds constituting Tax Exempt Obligations, including but not limited to the provisions of the 2020 Tax Certificate regarding the application and investment of proceeds of such Series 2020 Bonds, the calculations, the deposits, the disbursements, the investments and the retention of records described in the 2020 Tax Certificate; provided that, in the event the original 2020 Tax Certificate is superseded or amended by a new 2020 Tax Certificate drafted by, and accompanied by an opinion of Bond Counsel stating that the use of the new 2020 Tax Certificate will not cause the interest on such Series 2020 Bonds to become includible in gross income for federal income tax purposes, the Board will thereafter comply with the new 2020 Tax Certificate.

ARTICLE VIII

MISCELLANEOUS

Section 8.01. Applicability of Master Resolution. Except as otherwise provided herein, the provisions of the Master Resolution govern the Series 2020 Bonds and the 2020

Improvement Projects. The rights, undertakings, covenants, agreements, obligations, warranties, and representations of the Board set forth in the Master Resolution shall in respect of the Series 2020 Bonds be deemed the rights, undertakings, covenants, agreements, obligations, warranties and representations of the Board.

Section 8.02. Severability and Invalid Provisions. If any one or more of the covenants or agreements provided in this Eighteenth Supplemental Resolution on the part of the Board to be performed should be contrary to law, then such covenant or covenants or agreement or agreements shall be deemed severable from the remaining covenants and agreements, and shall in no way affect the validity of the other provisions of this Eighteenth Supplemental Resolution.

Section 8.03. Table of Contents and Section Headings Not Controlling. The Table of Contents and the headings of the several Articles and Sections of this Eighteenth Supplemental Resolution have been prepared for convenience of reference only and shall not control, affect the meaning of, or be taken as an interpretation of any provision of this Eighteenth Supplemental Resolution.

Section 8.04. Effective Date. This Eighteenth Supplemental Resolution shall take effect immediately.

ADOPTED AND APPROVED as of October __, 2019.

[SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____
Chair of the Board

ATTEST:

By _____
Secretary

[Signature Page to Eighteenth Supplemental Resolution]

EXHIBIT A**FORM OF SERIES 2020 BONDS [TO BE MODIFIED FOR EACH SERIES]**

UNLESS THIS BOND IS PRESENTED BY AN AUTHORIZED REPRESENTATIVE OF THE DEPOSITORY TRUST COMPANY, A NEW YORK CORPORATION (“DTC”), TO THE 2020 PAYING AGENT, THE 2020 REGISTRAR OR ANY AGENT THEREOF FOR REGISTRATION OF TRANSFER, EXCHANGE OR PAYMENT, AND ANY BOND ISSUED IS REGISTERED IN THE NAME OF CEDE & CO. OR IN SUCH OTHER NAME AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC (AND ANY PAYMENT IS MADE TO CEDE & CO. OR TO SUCH OTHER ENTITY AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC), ANY TRANSFER, PLEDGE OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL INASMUCH AS THE REGISTERED OWNER HEREOF, CEDE & CO., HAS AN INTEREST HEREIN.

TRANSFER OF THIS BOND OTHER THAN BY REGISTRATION IS NOT EFFECTIVE.

**UNITED STATES OF AMERICA
STATE OF COLORADO**

**BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM
TAXABLE SYSTEM ENTERPRISE REVENUE BONDS
SERIES 2020**

No. R- _____ \$ _____

Interest Rate (Per Annum)	Maturity Date	Dated as of	CUSIP
_____ %	March 1, 20____	_____, 2020	196707 _____

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT: _____ DOLLARS

The Board of Governors of the Colorado State University System (the “Board” and the “System,” respectively), being a body corporate under the laws of the State of Colorado (the “State”), for value received, hereby promises to pay to the registered owner specified above or registered assigns solely from the special funds provided therefor, the principal amount specified above, on the maturity date specified above (unless called for earlier redemption), and to pay from such special funds interest thereon on March 1 and September 1 of each year (each an “Interest Payment Date”), commencing on September 1, 2020 at the interest rate per annum specified above, until the principal sum is paid or payment has been provided. This Series 2020 Bond (as hereinafter defined) will bear interest from the most recent Interest Payment Date to which interest has been paid or provided for, or, if no interest has been paid, from the date of this

Series 2020 Bond. The principal of and premium, if any, on this Series 2020 Bond are payable upon presentation and surrender hereof at the principal office of the Board's paying agent for the Series 2020 Bonds (the "2020 Paying Agent"), initially Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado. The 2020 Paying Agent's principal office for such payment shall be in Denver, Colorado. Interest on this Series 2020 Bond will be paid on each Interest Payment Date (or, if such Interest Payment Date is not a business day, on the next succeeding business day), by check or draft mailed to the person in whose name this Series 2020 Bond is registered (the "registered owner") in the registration records of the Board maintained by the Board's registrar for the Series 2020 Bonds (the "2020 Registrar"), initially Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, and at the address appearing thereon at the close of business on the fifteenth day of the calendar month next preceding such Interest Payment Date (the "Regular Record Date"). Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the registered owner hereof at the close of business on the Regular Record Date and shall be payable to the person who is the registered owner thereof at the close of business on a Special Record Date (as described in the resolution of the Board authorizing the issuance of this Series 2020 Bond; herein the "Resolution"), for the payment of any defaulted interest. Such Special Record Date shall be fixed by the 2020 Registrar whenever moneys become available for payment of the defaulted interest, and notice of the Special Record Date shall be given to the registered owners of the bonds of the series of which this is one not less than 10 days prior thereto. Alternative means of payment of interest may be used if mutually agreed to between the owner of any Series 2020 Bond and the 2020 Paying Agent, as provided in the Resolution. All such payments shall be made in lawful money of the United States of America without deduction for the services of the 2020 Registrar or 2020 Paying Agent.

This bond is one of an authorized series of bonds issued under the Resolution designated the Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2020 in the aggregate principal amount of \$180,000,000 (the "Series 2020 Bonds").

It is hereby certified that all acts, conditions and things required to be done precedent to and in the issuance of this Series 2020 Bond and the series of which it is a part have been properly done, have happened, and have been performed in regular and due time, form and manner as required by the Constitution and laws of the State and the proceedings herein mentioned, and that this series of bonds does not exceed any constitutional or statutory limitation.

This Series 2020 Bond shall not be valid or obligatory for any purpose until the 2020 Registrar shall have manually signed the certificate of authentication hereon.

The Series 2020 Bonds are issuable solely as fully registered bonds in denominations of \$5,000 and any integral multiple thereof and are exchangeable for fully registered Series 2020 Bonds of the same maturity in equal aggregate principal amounts and in authorized denominations at the aforesaid office of the 2020 Registrar but only in the manner, subject to the limitations, and on payment of the charges provided in the Resolution.

The 2020 Registrar will not be required to transfer or exchange (a) any Series 2020 Bond subject to redemption during a period beginning at the opening of business 15 days before the day of the mailing by the 2020 Registrar of a notice of prior redemption of Series 2020 Bonds and ending at the close of business on the day of such mailing, or (b) any Series 2020 Bond after the mailing of notice calling such Series 2020 Bond or any portion thereof for prior redemption.

The Series 2020 Bonds or portions thereof maturing on and after March 1, 20__, are subject to redemption prior to their respective maturities, at the option of the Board, on or after March 1, 20__, in whole or in part at any time, in such order of maturities as the Board shall determine and by lot within a maturity, in integral multiples of \$5,000 (giving proportionate weight to Series 2020 Bonds in denominations larger than \$5,000), in such manner as the 2020 Paying Agent may determine, at a redemption price equal to the principal amount of each Series 2020 Bond or portion thereof so redeemed plus accrued interest thereon to the redemption date.

The Series 2020 Bonds are subject to mandatory sinking fund redemption as provided in the Pricing Certificate.

In the case of a Series 2020 Bond of a denomination larger than \$5,000, a portion of such Series 2020 Bond (\$5,000 or any integral multiple thereof) may be redeemed, in which case the 2020 Registrar shall, without charge to the owner of such Series 2020 Bond, authenticate and issue a replacement Series 2020 Bond or Bonds for the unredeemed portion thereof. Redemption shall be made upon not less than 30 days' prior mailed notice to each registered owner as shown on the registration records maintained by the 2020 Registrar, as provided in the Resolution.

This Series 2020 Bond is fully transferable by the registered owner hereof in person or by his duly authorized attorney on the registration records maintained by the 2020 Registrar upon surrender of this Series 2020 Bond together with a duly executed written instrument of transfer satisfactory to the 2020 Registrar. Upon such transfer a new fully registered Series 2020 Bond or Series 2020 Bonds of authorized denomination or denominations of the same aggregate principal amount and maturity will be issued to the transferee in exchange for this Series 2020 Bond, subject to such terms and conditions as set forth in the Resolution. The Board, 2020 Registrar and 2020 Paying Agent may deem and treat the person in whose name this Series 2020 Bond is registered as the absolute owner hereof for the purpose of making payment (except to the extent otherwise provided hereinabove and in the Resolution with respect to Regular and Special Record Dates for the payment of interest) and for all other purposes and the Board and 2020 Paying Agent and 2020 Registrar shall be not affected by notice to the contrary.

The Series 2020 Bonds are being issued to finance the 2020 Improvement Projects.

The Series 2020 Bonds are issued by the Board as authorized by and pursuant to the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Research Building Fund Act, the State Intercept Act (if applicable), the Supplemental Public Securities Act, and applicable provisions of the Code.

This Series 2020 Bond does not constitute a debt or an indebtedness of the State (except to the extent provided for pursuant to the State Intercept Program), the Board or the System within the meaning of any constitutional or statutory provision or limitation, shall not be

considered or held to be a liability or general obligation of the State, the Board or the System, and is payable and collectible as an obligation of the Board solely out of the net revenues (including Student Fees) (the “Net Revenues”) to be derived from the operation of certain revenue-producing Facilities and Research Facilities, as well as certain Tuition Revenues, as such Net Revenues, Student Fees, Facilities, Research Facilities and Tuition Revenues are defined in the Resolution. The owner hereof may not look to any general or other fund of the State or the System for the payment of the principal of, premium, if any, and interest on this obligation, except the special funds pledged therefor.

Payment of the Series 2020 Bonds and the interest thereon shall be made from, and as security for such payment there is pledged pursuant to the Resolution, a special fund identified as the “System Enterprise Debt Service Fund” (the “Debt Service Fund”), into which fund the Board covenants to pay from the Net Revenues moneys sufficient to pay when due the principal of, premium, if any, and interest on the Series 2020 Bonds. The Series 2020 Bonds constitute an irrevocable lien on the Net Revenues and are being issued on parity with the Board’s Outstanding Parity Obligations (as defined in the Resolution). Outstanding Obligations in addition to the Series 2020 Bonds, subject to expressed conditions, may be issued and made payable from the Net Revenues and having a lien thereon subordinate and junior to the lien, or subject to additional expressed conditions, having a lien thereon on a parity with the lien thereon of the Series 2020 Bonds, as provided in the Resolution.

Reference is made to the Resolution and any and all modifications and amendments thereof and to the designated statutes for the provisions, among others, with respect to the custody and application of the proceeds of the Series 2020 Bonds, for a description of the nature and extent of the security for the Series 2020 Bonds, the funds or revenues pledged, the nature and extent and manner of enforcement of the pledge, the rights and remedies of the owners of the Series 2020 Bonds with respect thereto, the terms and conditions upon which the Series 2020 Bonds are issued, and a statement of rights, duties, immunities and obligations of the Board and the rights of the owners of the Series 2020 Bonds.

To the extent and in the respects permitted by the Resolution, the provisions of the Resolution or any resolution amendatory thereof or supplemental thereto may be modified or amended by action on behalf of the Board taken in the manner and subject to the conditions and exceptions prescribed in the Resolution. The pledge of the Net Revenues and other duties of the Board under the Resolution may be discharged at or prior to the maturity or redemption of the Series 2020 Bonds upon the making of provision for the payment thereof on the terms and conditions set forth in the Resolution.

The Board covenants and agrees with the owner of this Series 2020 Bond and with each and every person who may become the owner hereof that it will keep and perform all of the covenants of the Resolution.

When all principal of, premium, if any, and interest on the Series 2020 Bonds, or any portion thereof, have been duly paid, the pledge and lien of all obligations hereunder shall thereby be discharged as to such issue or part of such issue and such issue or part of such issue shall no longer be deemed to be Outstanding within the meaning hereof. There shall be deemed to be such due payment if the Board has placed in escrow or in trust with a trust bank exercising

trust powers, an amount sufficient (including the known minimum yield available for such purpose from federal securities in which such amount wholly or in part may be initially invested) to meet all requirements of principal of, premium, if any, and interest on the securities issue, as such requirements become due to their final maturities or upon any designated redemption dates. The federal securities shall become due prior to the respective times on which the proceeds thereof shall be needed, in accordance with a schedule established and agreed upon between the Board and such trust bank at the time of the creation of the escrow or trust, or the federal securities shall be subject to redemption at the option of the holders thereof to assure such availability as so needed to meet such schedule.

No recourse shall be had for the payment of the principal of, premium if any, and interest on this Series 2020 Bond or for any claim based thereon or otherwise in respect to the Resolution against any individual member of the Board, past, present or future, either directly or through the Board or the System, or through any successor body corporate of either, whether by virtue of any constitution, statute or rule of law, or by the enforcement of any penalty or otherwise, all such liability, if any, being by the acceptance of this Series 2020 Bond and as a part of the consideration of its issuance specially waived and released. The obligation of the Board, as a body corporate, to the owner hereof is limited to applying funds for the payment hereof, as set forth above and as more fully delineated in the Resolution, and to otherwise complying with the contractual provisions therein.

Unless this certificate is presented by an authorized representative of The Depository Trust Company, a New York corporation (“DTC”), to the Board or its agent for registration of transfer, exchange, or payment, and any certificate issued is registered in the name of Cede & Co. or in such other name as is requested by an authorized representative of DTC (and any payment is made to Cede & Co. or to such other entity as is requested by an authorized representative of DTC), **ANY TRANSFER, PLEDGE, OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL** inasmuch as the registered owner hereof, Cede & Co., has an interest herein.

The Series 2020 Bonds qualify for the Higher Education Revenue Bond Intercept Program (“State Intercept Program”), enacted by the State on June 4, 2008, established pursuant to S.B. 08-245, Section 23-5-139, Colorado Revised Statutes, as amended, and provides for the payment by the State Treasurer of principal of and interest due with respect to revenue bonds issued by state supported institutions of higher education if such an institution will not make the payment by the date on which it is due.

This Series 2020 Bond is issued pursuant to the Supplemental Public Securities Act, Colorado Revised Statutes, Sections 11-57-201 et seq., as amended, and, pursuant to Section 11-57-210, C.R.S., this recital shall be conclusive evidence of the validity and the regularity of the issuance of this Bond after its delivery for value.

IN TESTIMONY WHEREOF, the Board of Governors of the Colorado State University System has caused this Series 2020 Bond to be executed in the name and on the behalf of the Board with the manual or facsimile signature of its Chair, and to be attested and signed with the manual or facsimile signature of the Secretary of the Board; and has caused the facsimile of the seal of the System to be affixed hereon, all as of _____, 2020.

[FACSIMILE SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____ (Manual or Facsimile Signature)
Chair of the Board

ATTEST:

By _____ (Manual or Facsimile Signature)
Secretary of the Board

[FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2020 BONDS]

CERTIFICATE OF AUTHENTICATION

Date of authentication and registration: _____

This is one of the Series 2020 Bonds described in the within-mentioned Resolution, and this Series 2020 Bond has been duly registered on the registration records kept by the undersigned as 2020 Registrar for such Series 2020 Bonds.

ZIONS BANCORPORATION, NATIONAL
ASSOCIATION, as Registrar

By _____ (Manual Signature)
Authorized Officer or Employee

[END OF FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2020 BONDS]

[FORM OF ASSIGNMENT OF SERIES 2020 BONDS]

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto _____ the within Series 2020 Bond and hereby irrevocably constitutes and appoints _____ attorney, to transfer the same on the records kept for registration of the within Series 2020 Bond, with full power of substitution in the premises.

Dated: _____

NOTE: The signature to this Assignment must correspond with the name as written on the face of this Series 2020 Bond in every particular, without alteration or enlargement or any change whatsoever.

Signature Guaranteed:

Name and address of transferee:

Social Security or other
tax identification number of transferee:

TRANSFER FEE MAY BE REQUIRED

[END OF FORM OF ASSIGNMENT OF SERIES 2020 BONDS]

Section 4

CSU-Pueblo Reports

- CSU-Pueblo Student Representative's Report
- CSU-Pueblo Faculty Representative's Report
- CSU-Pueblo President's Report



Adair-Huerta Board of Governor's Report October 2019

NOTE FROM PRESIDENT ADAIR

The Fall Semester is currently in full swing here at CSU-Pueblo. We in ASG are excited for the year ahead and the successful start to the semester that we have already had. Our office is once again full of people and we're looking forward to the initiatives that we are planning to get started in the coming months. Jaime and I have been very focused on welcoming our Senate back and preparing them for their positions. We are satisfied with our work there, so we are now turning our focus towards the upcoming Homecoming Week here on campus and our Winter Wonderland Event. I've started this report with a few updates from my last report and then I will go into new opportunities for our students, both in ASG and outside of our department that we want to share with the Board of Governors.

WOLF PACK WELCOME WEEK

Wolf Pack Welcome Week was a weeklong event to welcome our students back to campus in the first week of classes. It started the Saturday night before school started with Pack Kick Off, which included a Casino Night, fireworks, music and prizes for students. Roughly 750 students attended the event. The Student Employment and Involvement Fest, held at the Fountain attracted 65 off campus vendors and 50 on campus organizations,

1500 students were at the event throughout the day networking with various groups. This year's new Silent Disco attracted just over 100 students to come and enjoy a disco night with the music they liked. The Office of Student Engagement and Leadership was incredibly happy with the whole week and felt that it was a great way to welcome our students back to campus and start the semester off on a high note.

PACKFEST

Packfest took place September 13th, and turned out to be a huge success. Various volunteers (including ASG) and the SEAL Office worked tirelessly for three days to prepare for the event which sold 1,337 tickets. Highlights from the night included three headlining music acts, local Pueblo food trucks, a flower crown making station,

a t-shirt making station, and various inflatable obstacle courses for students and community members to enjoy together. I myself attended and helped with the event and thought it was a great way to bring both our campus and the Pueblo community together to celebrate with a night of entertainment and music.



HANDSHAKE

The CSU-Pueblo Career Center has partnered with Handshake, which is a career management platform, which is now accessible to our students. The platform is meant to help students find jobs and

internships and help them discover new career paths, all online. It is a great resource for our students and we are excited to see it in use and helping to place our students over the next years.

HACU CONFERENCE

Eight students from CSU-Pueblo were recently chosen to be a part of the Hispanic Association of Colleges and Universities Leadership in Residence program. The students who are in the program are asked to lead campus initiatives to get other students on campus involved in HACU and showcase opportunities for internships,

scholarships, and conferences that HACU brings for student experiences. The eight students will be attending the 33rd annual HACU conference October 4th-8th in Chicago. The office of the President and Communities to Build Active STEM Engagement (CBASE) will be sponsoring them.

HOMECOMING

This year's Homecoming week is set to take place October 14th-20th and will include a week filled with activities all coordinated by our Director of Alumni and Community Relations, Tracy Samora. Highlights of the week will include: the football game against Colorado Mesa, the Alumni Association/Friends of Football Community Tailgate, the student Homecoming Tailgate, the ASG Bonfire, the President's Leadership Program 20th Anniversary Alumni Reception, the Donuts and Coffee Break with Students



and Alumni, the student Luau and the annual Career Fair. The Homecoming Royal will also be crowned at halftime of the football game on Saturday. We're looking forward to a fantastic week that will bring together students, alumni and the Pueblo Community.

WINTER WONDERLAND

ASG has just started work on the second annual Winter Wonderland event. The event was created last year as a way to bring campus organizations, students and



the community together to celebrate the holiday season. A date has not yet been set for the event this year, but we are planning to hold it in late November or early December. We will once again invite campus organizations to create light boards for all who attend to enjoy along with s'mores, gingerbread house making and hot chocolate. The Winter Wonderland Committee is currently looking at new opportunities for the event and new ways to involve both the campus and the Pueblo community in the night of holiday cheer.

**Colorado State University System
Board of Governors**

**CSU-Pueblo Faculty Representative Report
submitted by Matt Cranswick
18 September 2019**

Faculty Highlights:

1. Hasan School of Business (HSB):
 - a. Roberto Mejias (HSB), Margie Massey (CEEPS), John Williamson (ORSP), Nicole Quartiero (ORSP) and Mohamed prepared grant proposal NSF 19-540 to increase STEM recruitment, retention and graduation at HSI institutions. Our proposal used the Southern Colorado Cybersecurity Educational Partnership to exemplify innovative relationships between area high schools, community colleges and CSU-Pueblo. Submission date is September 18, 2019.
2. College of Education, Engineering and Professional Studies (CEEPS):
 - a. Prof. Neb Jaksic presented at *2019 ASEE Annual Conference* and presented two papers at the 29th International Conference on Flexible Automation and Intelligent Manufacturing (FAIM)
3. College of Humanities and Social Sciences (CHASS):
 - a. Dr. Madison Furrh presented 'That Great Leviathan': Herman Melville, Karl Marx's Journalism in the New York Tribune, and the Rise of the Republican Party at the University of Dundee, Scotland. He also presented "'That Grief Could be so Brave': Silence, Suffering, and Republican Virtue in the Working-Class Women of Melville's Short Fiction," at the American Literature Association in Boston.
 - b. Dr. Danilo Leon presented "La historia se repite: El discurso colonial en Las tinieblas de tu memoria negra de Donato Ndongo" at the Northeast Modern Language Association Conference-NeMLA on March 22nd, 2019 in Washington DC. He also published two articles: "Children of the Motherland: The Otherization of Latin American Immigrants in Spain." *The Rocky Mountain Review*, vol. 73, no. 1, 2019 and another article, titled, "Mujer, andina e inmigrante en España: Evelyn de Isabel de Ocampo" *ALCESXXI: Journal of Contemporary Spanish Literature and Film*, no. 3, 2016-2017, pp. 294-321.
 - c. Dr. Yvonne J. Montoya, Associate Professor of Communication & Rhetoric, presented a workshop titled "Loving Oneself: Engaging in Sustainable Community Activism" at the Pedagogy & Theatre of the Oppressed Convention in June, 2019. Dr. Montoya was also part of the local conference planning committee.
 - d. Professor Juan Morales presented his "Poetry of Witness: Activist Poetics" workshop at the 2019 Pedagogy and the Theater of the Oppressed Conference at CSU-Pueblo (June 2019), The Taos Writers Conference (July 2019), and The Steamboat Springs Writers Conference (July 2019). He also presented on a

publishing panel and the workshop, titled, “Rooting Out the Poem: Ecopoetics, Persistence, and Apocalyptic Thinking,” at the 2019 Litfest Writers Conferences in Denver Colorado (June 2019).

- e. Dr. Alegría Ribadeneira participated as lead instructor in a weeklong workshop sponsored by the National Heritage Language Resource Center (NHLRC) at UCLA in June. The workshop is offered to language teachers from around the country who want to learn more about teaching languages to heritage speakers. The workshop is sponsored by the NHLRC and by STARTALK, which is part of the National Security Language Initiative to promote the teaching and learning of critical-need foreign languages. Participants included teachers of Chinese, Hindi, Korean, Spanish, Portuguese, Arabic, Vietnamese, Russian, and Swahili, among others.
- f. Dr. Alegría Ribadeneira was invited to co-present alongside Dr. María Carreira at the UCLA college of Humanities EPIC professional development series. EPIC, which stands for Excellence in Pedagogy and Innovative Classrooms, offers opportunities for UCLA faculty to develop cutting edge skills in language teaching. The workshop was titled “Project-based Learning for Language Instruction.”
- g. Dr. Alegría Ribadeneira was invited as the Keynote Speaker to the 3rd Annual World Languages Undergraduate Research Conference at Metropolitan State University of Denver. For the conference, which centered around the topic of identity, Dr. Ribadeneira talked about bilingualism and biculturalism in her keynote titled “Identities in flux: Negotiating the Self Through Language, Culture and Context.”
- h. Dr. Alegría Ribadeneira was featured in a podcast hosted by the National Heritage Language Resource Center (NHLRC). Dr. Ribadeneira was selected for her expertise in teaching language courses that mix students with diverse language-acquisition backgrounds. In the podcast “Organizing principles and best practices for mixed classes,” Dr. Ribadeneira discussed how to best serve Heritage Language Learners and Second Language learners when they are integrated in the same classroom. <https://nhlrc.ucla.edu/nhlrc/article/205289>
- i. Dr. Dana Ihm conducted the CSU-Pueblo Chamber Choir in Medellin, Colombia July 3-7, 2019. The CSU-Pueblo Chamber Choir was one of 5 featured, invited choirs to the large choral festival Festival Coral Internacional de Medellin. Their final performance was in the 1800 seat auditorium, Teatro Metropolitano de Medellin and was televised on national Colombian TV.
- j. Dr. Jacob Chi guest conducted two concerts in Europe. On August 31, 2019 he conducted the Budapesti MÁV Szimfonikusok Kamarazenekara at the Magyar Nemzeti Múzeum. On September 1, 2019 he conducted the Euro Sinfonietta Vienna at the Wiener Konzerthaus Liszt Saal. Repertoire included the Boccherini Flute Concerto in D, the Dvorak Serenade in E, and the Vivaldi Four Seasons Concerto.

- k. Leticia Steffen has been appointed Chair of the National Journalism Education Committee (J-Ed Committee) for the Society of Professional Journalists at their September conference
 - l. Dr. Pam Richmond has worked diligently to obtain a contract with Pueblo County Department of Human Services. We have a contract for 16-21 youth to attend our Campus Connections program in Spring 2020. This contract has the potential to bring in over \$29,000 for the first semester.
 - m. Marisa Gonzalez is offering a study abroad course to Todos Santos June 14-20, 2020. Students will learn about international social work and the impact of culture and diversity in provision of social work services.
 - n. Dr. Pam Richmond and Dr. Savra Frounfelker are co-developing a study abroad course for May 2020 in Europe to study the Holocaust and learn about how this event impacted human development, policy, and human diversity in practice.
4. Library Services:
- a. During the summer and early fall semesters, the library has focused on several initiatives including renovating the 6th floor, restructuring, hiring new librarians, and creating a strategic plan for the library. In addition new grants were received for the digitization of audiovisual materials in the Colorado Chicano Movement Archives (\$5000) and to digitize school newspapers (\$4893).
5. Extended Studies: No report
6. College of Science and Mathematics (CSM): No report

Senate Retreat (08.22) and Executive Committee (08.26) items:

1. Given the decrease in predicted student enrollment and retention, the faculty questioned the return-on-investment (ROI) of Capture Higher Ed and how certain monies are being allocated.
2. Given that wildly-important goal (WIG) #3 in Vision2028 is to increase employee satisfaction, many faculty expressed concern about the faculty workload (12/12) and additional requests upon faculty (e.g. less time for scholarly/creative activities, increased service) and how these impact their ability to meet our students' needs.
3. Some faculty also expressed concern about the location of CSU-Pueblo's downtown presence and noting that PCC has a much more visible and accessible location.
4. It came to light that there had been discussions initiated by the Provost's Office to remove tenure and tenure-track status from the Library faculty, and that these discussions were asked to not be shared with Library staff. The Faculty Senate unanimously supported the Library faculty that their ranked status not be removed.
5. Executive Committee decided to invite several individuals from the administration to present on these topics.

September Faculty Senate Meeting (09.09):

1. No new motions were brought forward at this time, as many of the University boards had not met to discuss previous or new business.
2. Guest presentations:
 - a. Provost Abdelrahman discussed the decline in headcount and FTE.
 - b. President Mottet discussed the increase in efficiency in day-to-day operations, increasing technologies on campus, role of Controller Juanita Peña, and accounting process for first two-years of system investment.
 - c. Chrissy Holliday (Vice President of Enrollment, Communication and Student Affairs) was asked to discuss the ROI of Capture Higher Ed, which is utilized to increase student enrollment.
 - Comparison of Royall (previous contract) with Capture Higher Ed showed those admitted making a deposit rose from 10-12% to 22%; however no actual data was presented and this may be misleading given the size of the target populations of the two contractors.
3. Johnna Doyle gave an update about the University's free speech policy.
4. Faculty voted unanimously to support ranked lines for Library faculty.

Ongoing Faculty Concerns:

1. Faculty are concerned with the recent revelation that \$18M in tuition has not been collected from students. This concern is much broader as to how CSU-Pueblo has been managing budgets and accounts in the past, and how the administration has dealt with these budget issues.
2. Faculty continue to be concerned about the fate of tenure-track (TT) lines within their departments as faculty leave, move positions, and/or retire, in lieu of increasing the student to faculty ratio to 18:1. Currently, faculty lines are not being filled or are replaced with adjunct positions. For example, in the College of Science and Mathematics Biology has had an unfilled TT line for the last two years, Math currently has an unfilled TT line along with areas of expertise being underrepresented, and Physics currently has an unfilled position. Given that many of these departments only have 6-10 faculty this is a significant increase in workload for other members of the department to absorb.
3. Continuing concerns about the IT infrastructure after network outage (09.12).
4. The increase from 14-19% of students admitted within the "window". This will clearly lead to a decrease in retention (freshman to sophomore), but also puts an additional burden on faculty to catch students up to admissions standards.



OFFICE OF THE PRESIDENT
2200 BONFORTE BLVD
PUEBLO, COLORADO 81001-4901
(719) 549-2306 Fax: (719) 549-2650

DATE: September 19, 2019
TO: Colorado State University System Board of Governors
FROM: Timothy Mottet
SUBJECT: October 2019 President's Report

Vision: To become the people's university of the Southwest United States by 2028.

Mission: Our success will be measured by the resiliency, agility, and problem-solving abilities that allow our graduates to navigate work in a rapidly changing world.

Guiding Principles: Develop People, Live Sustainably, Engage Place, Empower Students, Transform Learning, Cultivate Entrepreneurship, Build Knowledge, Impact Society

Key Take Aways:

Fall 2019 Enrollment. Final census numbers are being verified, but preliminary indications are that headcount is 3,842, or 94 students (-2.3%) lower than this time last year. We budgeted to be down 2%. We have seen growth in two key areas that we have targeted for increased enrollment – online up 56% and graduate up 24% over prior year.

Budget and Finance Update. For FY 2020, we are tracking below the budgeted Fall E & G tuition revenue. With a "worst case" Fall-to-Spring melt, the E & G revenue for the year could be off by 4.6% (\$1.4 million) relative to the budget. Extended Studies revenue is up by 70% (over \$450k) relative to this time last year. Early data suggests that a transfer of \$900k from Extended Studies to E & G could be feasible.

Vision 2028 Update. We are in the process of setting up accounts and developing a project manual. To date, we have launched the athletics initiative. The anticipated completion date for this initiative is Spring of 2019. The advising/coaching restructure has begun, and we have hired a self-funded Executive Director of Undergraduate Studies -- an important capacity-building move that will allow a smooth implementation of several of the Vision 2028 academic initiatives. Finally, we have collected new University Tracks Center locations data and created job descriptions for the following Vision 2028 positions: Graduate Support Staff, Including Processor and Enrollment Coordinator, which will allow us to begin creating a graduate school infrastructure to drive graduate and online enrollment.

CSU-Pueblo Establishes Downtown Presence. The university's Vision 2028 project has established a downtown presence for CSU-Pueblo at Water Tower Place, an emerging downtown Pueblo project spearheaded by Ryan McWilliams, a CSU-Pueblo alum and a member of the CSU-Pueblo President's Citizen's Advisory Board.

This report provides updates on 4-university initiatives as well as press coverage we have received since the August 2019 Board meeting.

FALL 2019 ENROLLMENT

Final census numbers are being verified, but preliminary indications are that headcount is 3,842, or 94 students (-2.3%) lower than this time last year, and FTE is down by 140 students (-4.2%). We budgeted to be down by 2%. We have seen growth in two key areas that we have targeted for increased enrollment – online and graduate. Our online student headcount has increased by more than 56% YTD, and our graduate students have increased by more than 24%. With that shift in key enrolling populations, we are moving towards the plan set forth in Vision 2028, while in this first year seeing changing SCH patterns that widened the gap between headcount and FTE. While we knew this was likely, it was impossible to predict the degree to which a shift in populations would occur in the first year. This year will become a baseline for us, as we continue to diversify our enrollment populations.

Our leadership team undertook Project 4181 this summer, an all-hands-on-deck approach to enrollment intervention, as soon as the deposit and registration patterns showed an unexpected decline after May 15th. I do believe the efforts mitigated negative impact this fall. Our leadership team is doing a deep dive of internal data to gain additional insight into what caused the higher-than-normal volatility in the numbers. Like many of our in-state peers, we are seeing continual decline in our CO resident population, with growth in our out-of-state population. However, given our primary market presence in CO, that out-of-state increase has not been enough to cover the shortfall.

We are currently working on Spring 2020 enrollment efforts that will allow us to lessen revenue melt from Fall to Spring and improve the financial picture for the year. Our goal is to ramp up activity that has proven successful in years past, when we were able to achieve fall to spring melt levels below the 9.9% utilized for the annual budget. This includes efforts to enroll new students for spring, as well as to increase the return of continuing students from fall, with everything from increased relational touch points to financial support.

BUDGET AND FINANCE UPDATE

Enrollment and tuition revenue targets were not met in FY 2019. However, we were able to grow the available Education and General (E & G) Fund balance by over \$150k to approximately \$2.0 million. This was accomplished through midyear budget reductions, vacancy savings, and one-time funds from the Legislature.

For FY 2020, we are tracking below the budgeted Fall E & G tuition revenue. With a “worst case” Fall-to-Spring melt, the E & G revenue for the year could be off by 4.6% (\$1.4 million) relative to the budget. This estimate is based on the Fall tuition revenue through the drop/add period. However, we estimate that a portion of the drop is attributable to students who elected to take online courses through our Extended Studies program. Extended Studies revenue is up by 70% (over \$450k) relative to this time last year. Early data suggests that a transfer of \$900k from Extended Studies to E & G could be feasible. Efforts are being made to minimize the Fall-to-Spring melt rate. Additionally, vacancies will be closely scrutinized in an effort to generate budgetary savings in order to balance the budget.

The President’s Budget Advisory Council (PBAC) will continue to strategize ways in which the campus should adjust its budget in the long term to reflect enrollment trends.

VISION 2028

Donna Souder Hodge will serve as project director for Vision 2028. Over the last two months, we have launched the "Search and Screen" for administrative support for visioning. Our project team conducted meetings with Dave Ryan (including CSU-Pueblo Team) and Henry Sobanet. These meetings included an in-depth discussion of our need for a management consultant for the project and established protocols for transfer of funds and an accountability process. We have launched the Athletics, Massari Arena Project (Audio/Visual Equipment), which will be complete, Fall 2019. We have begun the Athletics, track base remediation and replacement project. The anticipated completion date for this initiative is the spring of 2019. The advising/coaching restructure has begun, and we have hired a self-funded Executive Director of Undergraduate Studies -- an important capacity-building move that will allow a smooth implementation of several of the Vision 2028 academic initiatives. Finally, we have collected new University Tracks Center locations data and created job descriptions for the following Vision 2028 positions: Graduate Support Staff, Including Processor and Enrollment Coordinator, which will allow us to begin creating a graduate school infrastructure to drive graduate and online enrollment.

CSU PUEBLO IN THE NEWS

CSU-Pueblo and Colorado FFA Sign 5-Year Partnership Agreement. Colorado State University-Pueblo won the bid to continue hosting Colorado FFA Association on the campus for the next five years for the Annual State Convention. CSU-Pueblo has agreed to provide facilities and services for the duration of the convention which is hosted the first week of June each year.

HSB and US Bank Announce 2019 Pueblo Business Sentiment Survey. Michael Wakefield, Professor of Management at the Malik and Seeme Hasan School of Business, announced the opening of the 2019 Pueblo Business Sentiment Survey sponsored by US Bank and the Malik and Seeme Hasan School of Business at Colorado State University-Pueblo on August 5, 2019. All Pueblo professionals are encouraged to complete the anonymous survey, which will provide a foundation for understanding the local business economy, both now and in the future. Dr. Wakefield indicated, "This is the third year we have conducted the Business Survey and we are excited to build on the momentum we have from the first two years of the survey." The survey includes questions for local organizations regarding hiring, purchasing, construction, other business decisions, and perceptions of existing economy-related conditions. When taken in aggregate, the survey results provide a picture of the health of the local business economy and plans for the near future. This information is not available from any other source.

President's Leadership Program Internship Leads to the Future for Students. Upon the conclusion of the President's Leadership Program (PLP) interview, Bryana Owens felt at home at CSU-Pueblo. Little did Owens know that PLP would lead to an internship that would span across multiple areas of campus and peak her interest in an area she had yet to consider: Archives. Bryana Owens, a history and secondary education major with a minor in honors, leadership, and Spanish, recently completed an internship with Bev Allen, Associate Professor of Library Services, University Archivist, and Records Manager. The internship included digital transcription, reading, general archives, the appraisal process of items, creating an online inventory, and display management.

School of Business to Honor Burnie Zercher with Lifetime Business Achievement Award. Burnie Zercher, owner of Industrial Contractors/Managers (ICM) of Pueblo, Colorado, will be honored with the fifth annual Lifetime Business Achievement Award from the Malik and Seeme Hasan School of Business (HSB) at Colorado State University-Pueblo on September 19, 2019, according to HSB Dean, Dr. Bruce C. Raymond. The event is open to the public at no charge.

Chamber Choir Performs at Prestigious International Festival in Columbia. The CSU-Pueblo Chamber Choir was invited to be one of five featured international choirs on the XVIII Festival Coral Internacional de Medellin Jose Maria Bravo held July 3-7, 2019, in Medellin, Colombia. Annually, the festival involves 30-40 choirs.

CSU-Pueblo establishes downtown presence. As Colorado State University-Pueblo leaders work to define more concretely their definition of the vision of being "The People's University," they are aggressively taking a first step in connecting more with the community through space in downtown Pueblo. The university's Vision 2028 project has established a downtown presence for CSU-Pueblo at Watertower Place, an emerging downtown Pueblo project spearheaded by Ryan McWilliams, a CSU-Pueblo alum and a member of the CSU-Pueblo President's Citizen's Advisory Board.

CSU-Pueblo cannabis institute announces 2020 confab speakers. The Institute of Cannabis Research at Colorado State University-Pueblo will have an active leader in cannabis research and a chemistry and drug metabolism expert as its keynote speakers for the 2020 conference. Roger Pertwee, Ph.D., emeritus professor at the University of Aberdeen (Scotland) and an active leader in scientific cannabis research since 1968, will deliver the Mechoulam Lecture. Pertwee was personally recommended by Raphael Mechoulam for this honor based on his body of work within the research and scientific communities.

Packfest at CSU-Pueblo. The fourth annual Packfest, a music festival put on by Student Engagement and Leadership (SEAL) was hosted on campus on Friday, September 13, 2019. It is one of many events put on so that students can enjoy their experience being a part of the Pack family. Packfest featured headlining acts Hoodie Allen, MAX and Bryce Vine. The live performers put on an amazing show, but Packfest also featured family friendly activities and food trucks.

Retired Brigadier General Paul A. Maye to Visit CSU-Pueblo Campus. Colorado State University-Pueblo, in conjunction with the Military and Veteran Success Center, hosted Brigadier General (retired) Paul A. Maye on Wednesday, September 11. The event highlighted General Maye's experience as the first person to fly a B-52 bomber in

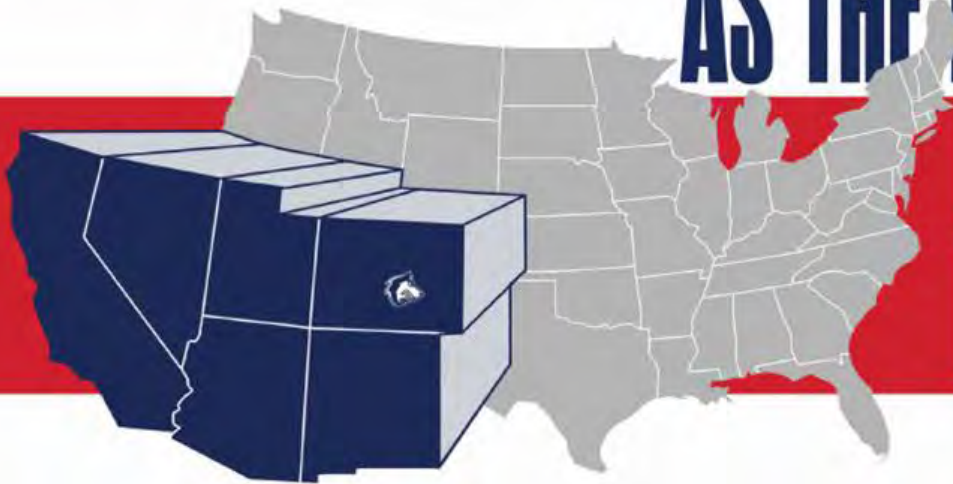
a combat zone. General Maye boasts a 28 year career in the military. The general started his career in 1959 in the U.S. Army. After completing basic training in 1960 he transferred to the Air Force as an aviation cadet and graduated from pilot training at Vance Air Force Base, Oklahoma as a second lieutenant in 1961. He began his career flying B-52s in Texas at the Carswell Air Force Base, during his assignment to the 9th Bombardment Squadron.

VISION 2028 UPDATE: Colorado State University-Pueblo **Works**

October 2019 Board of Governors Meeting
Timothy Mottet | Donna Souder Hodge



VISION TO ESTABLISH
COLORADO STATE UNIVERSITY-PUEBLO
AS THE PEOPLE'S UNIVERSITY
OF THE SOUTHWEST
UNITED STATES
BY **2028**



COLORADO STATE
UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
CSU - PUEBLO | CSU - GLOBAL

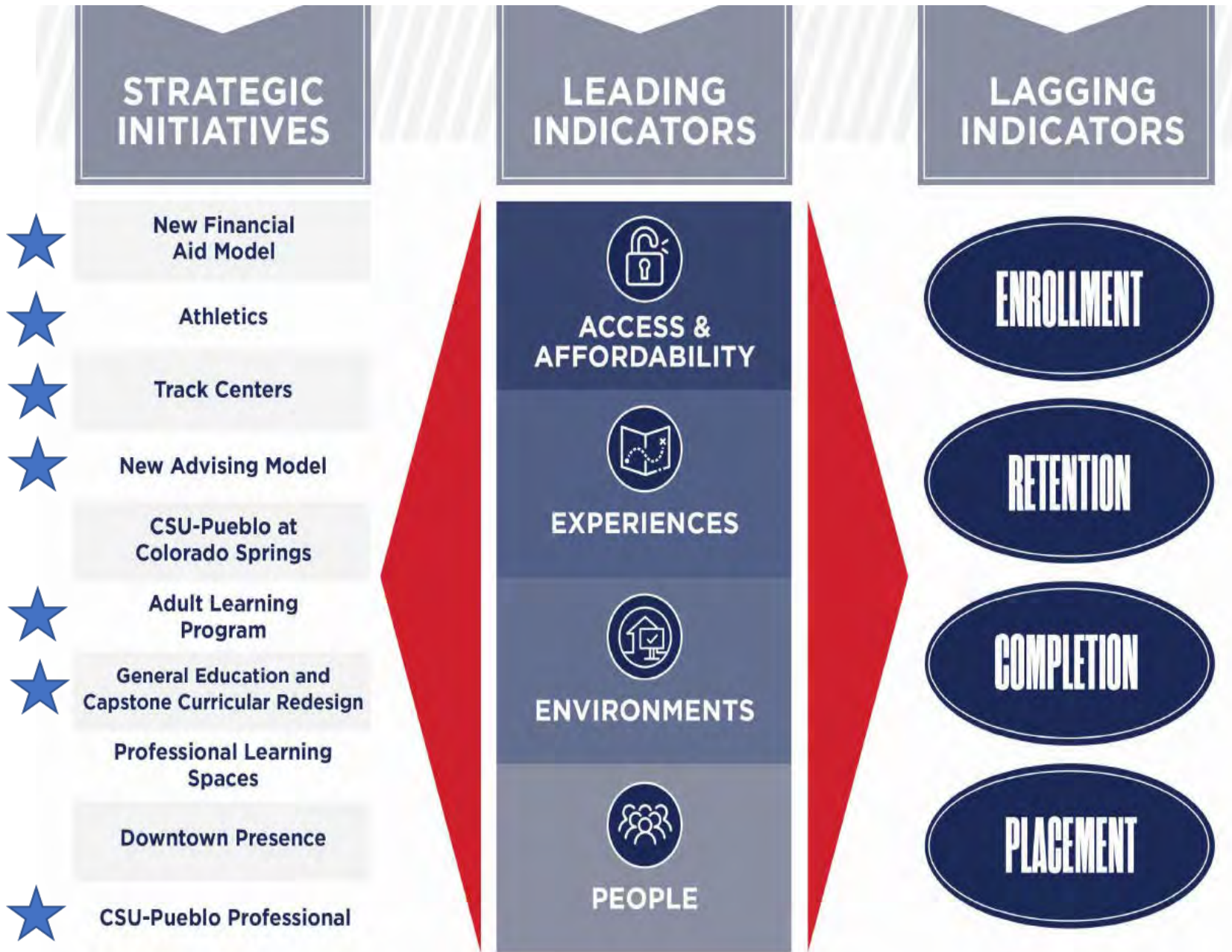


WHAT ARE THE UNIVERSITY GOALS FOR FY20?

- WIG 1: Increase Enrollment
- WIG 2: Increase Student Success
- WIG 3: Increase Employee Satisfaction

IMPLEMENT PHASE 1 OF VISION 2028



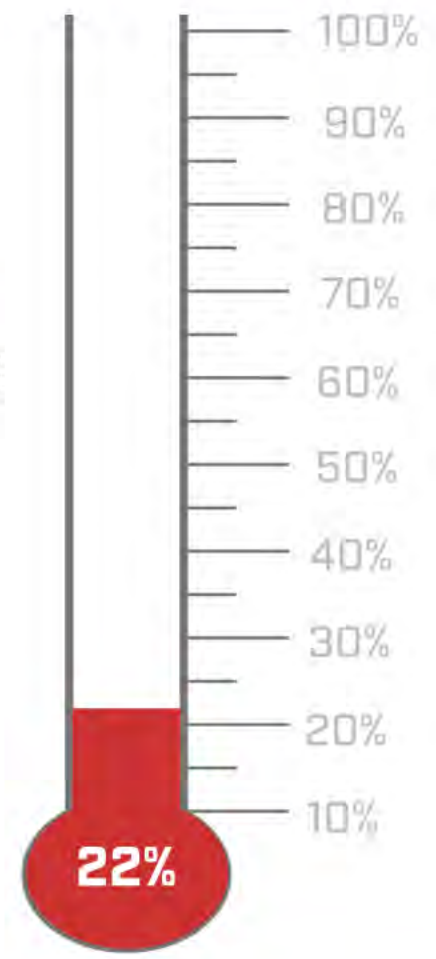


COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
CSU - PUEBLO | CSU - GLOBAL



VISION **2028** FY20
ACTIVITIES



36 FY20
ACTIVITIES
TO IMPLEMENT



8 OF 36
COMPLETE
AS OF OCT. 2019

GROUP 1: Infrastructure & Revenue Generation

Group 1 initiatives (**Project Management**; Initiative 1: **Financial Aid**; Initiative 2: **Athletics**) create the infrastructure necessary to guide the project, build capacity, and seek out new external partners and revenues.

UPDATE

- 1) Project Manager Appointed, Dr. Donna Souder Hodge (Chief Strategy Officer)
- 2) Search and Screen for Administrative Support Begun
- 3) Meetings with Dave Ryan (including CSU-Pueblo Team) and Henry Sobanet:
 - A. Financial Consultant for the Project
 - B. Agreement on Process; Transfers and Timing
- 4) Massari Arena Project (Audio/Visual Equipment) Begun. Complete, Fall 2019
- 5) Track Base Remediation and Replacement Project Begun. Complete, Sp. 2019

**COLORADO STATE
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GROUP 2: Student Experience & Retention

Group 2 initiatives (Initiative 4: **New Advising Model** and Initiative 7: **General Education and Capstone Curricular Redesign**) support efforts to retain students and provide invasive support services. Curricular redesign differentiates the student experience and ensures that work experiences are closely aligned with academic efforts across all 4-year, academic degree programs.

UPDATE

- 1) Advising/Coaching Restructure has Begun
- 2) Executive Director of Undergraduate Studies Hired (self-funded)

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GROUP 3: Enrollment Drivers

Group 3 initiatives (Initiative 3: **Tracks Centers**; Initiative 6: **Adult Learning**; Initiative 10: **CSU-Pueblo Professional**) target specific student markets: incoming freshmen from the region, adults without a college degree, and new graduate students.

UPDATE

- 1) New Tracks Center Locations Data Collected
- 2) Job Descriptions Created: Graduate Support Staff, Including Processor and Enrollment Coordinator

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VISION 2028 UPDATE: Colorado State University-Pueblo *Works*

THANK YOU



Section 5

Annual Engagement and Extension Reports

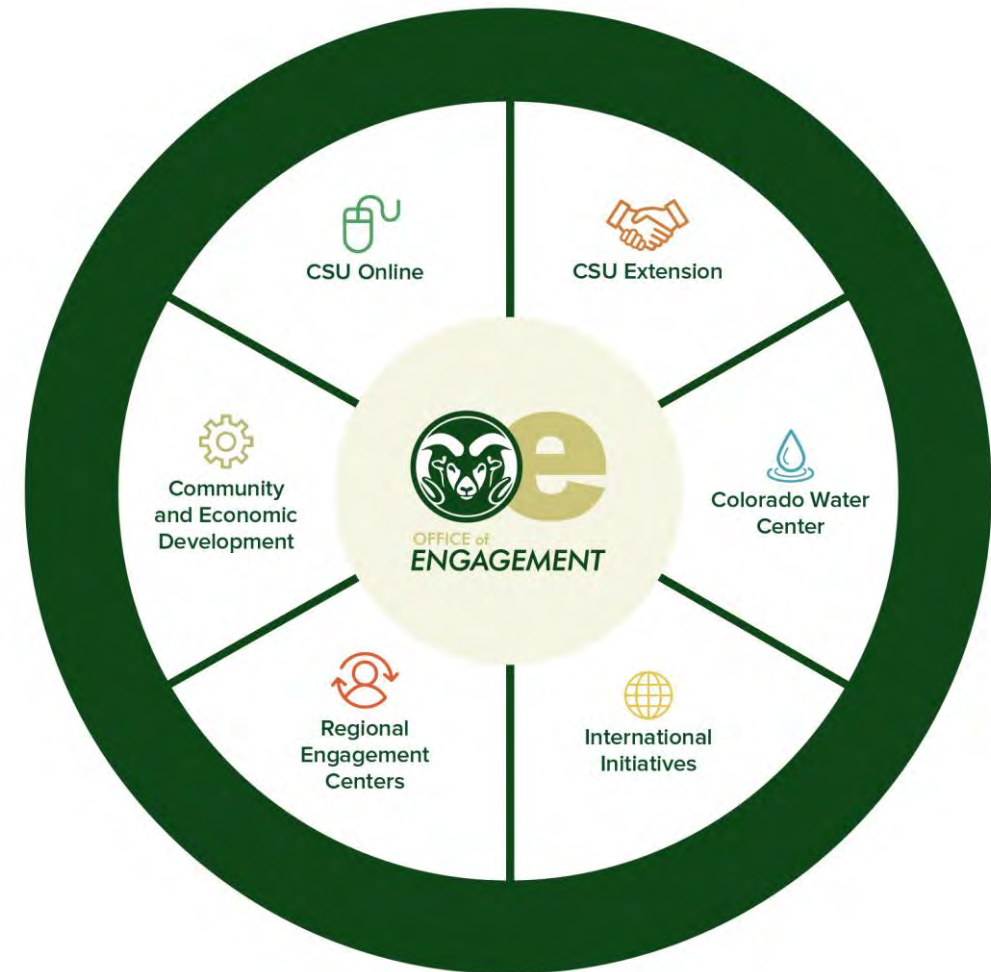
ENGAGING COLORADO

An update on the Office of Engagement at CSU

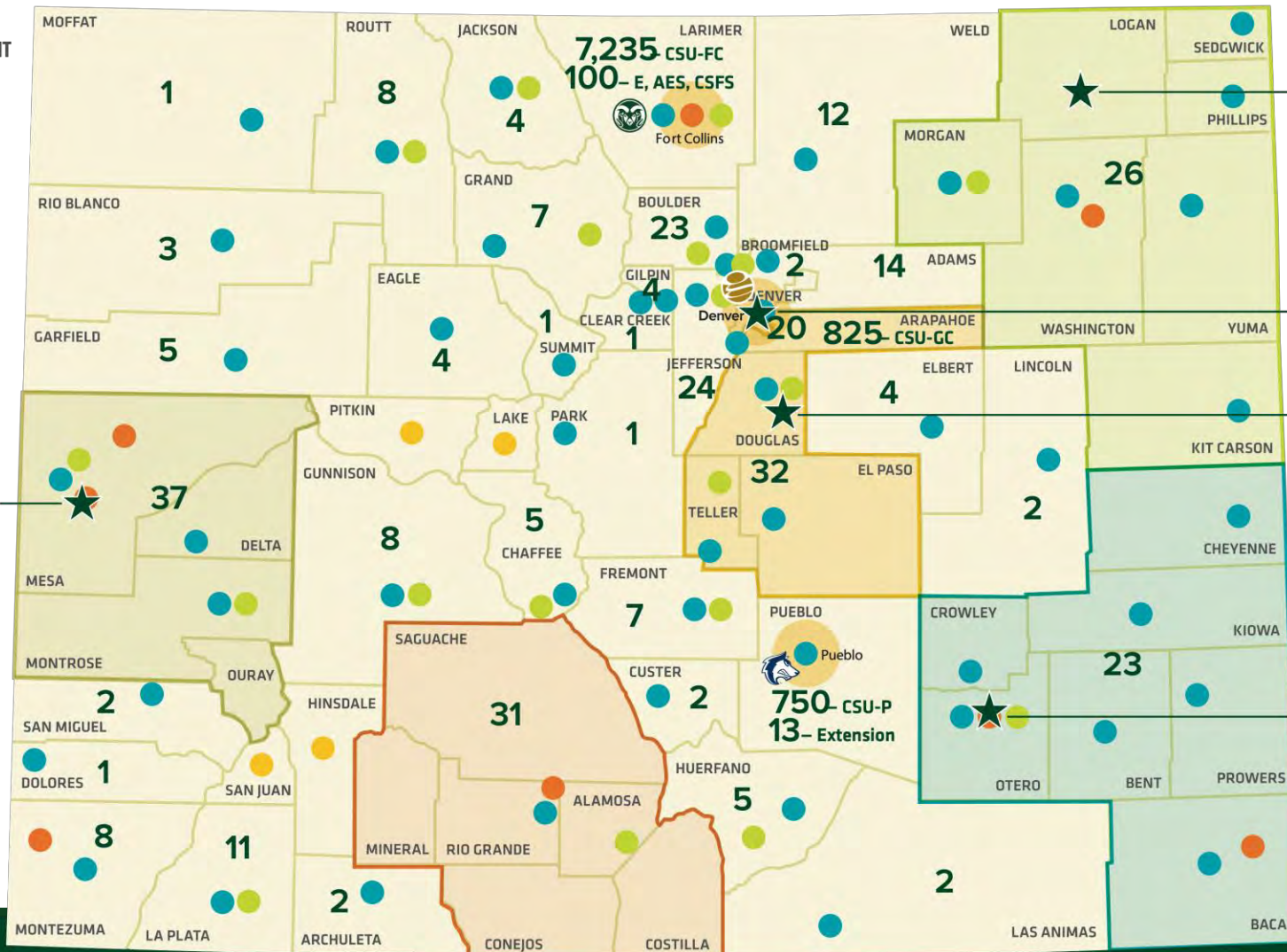


OFFICE OF ENGAGEMENT

- Six units with many collaborations
- Provost Council for Engagement, which includes 12 faculty members from all eight colleges and the Libraries
- Regional Engagement Centers
 - Northeast Regional Engagement Center in Sterling
 - Sturm Collaboration Campus in Castle Rock
 - CSU Western Campus in Orchard Mesa
- Hosting the Engagement Scholarship Consortium international conference October 6–9, 2019 with ~ 600 attendees



NUMBERS INDICATE NUMBER OF PERMANENT EXTENSION, AES, AND CSFS EMPLOYEES SERVING THE COUNTY OR REGION.



Northeast Colorado Regional Engagement Center

CSU System Office

Castle Rock Collaboration Campus

High Plains Campus

CSU Western Campus



OFFICE OF ENGAGEMENT
COLORADO STATE UNIVERSITY

- = Extension Office location (E)
- = Agricultural Experiment Station location (AES)
- = Colorado State Forest Service location (CSFS)
- = Served by adjacent county personnel

- = counties served by CSU Western Campus
- = counties served by the San Luis Valley Area
- = counties served by High Plains Campus

- = counties served by Castle Rock Collaboration Campus
- = counties served by the NE Colorado Regional Engagement Center

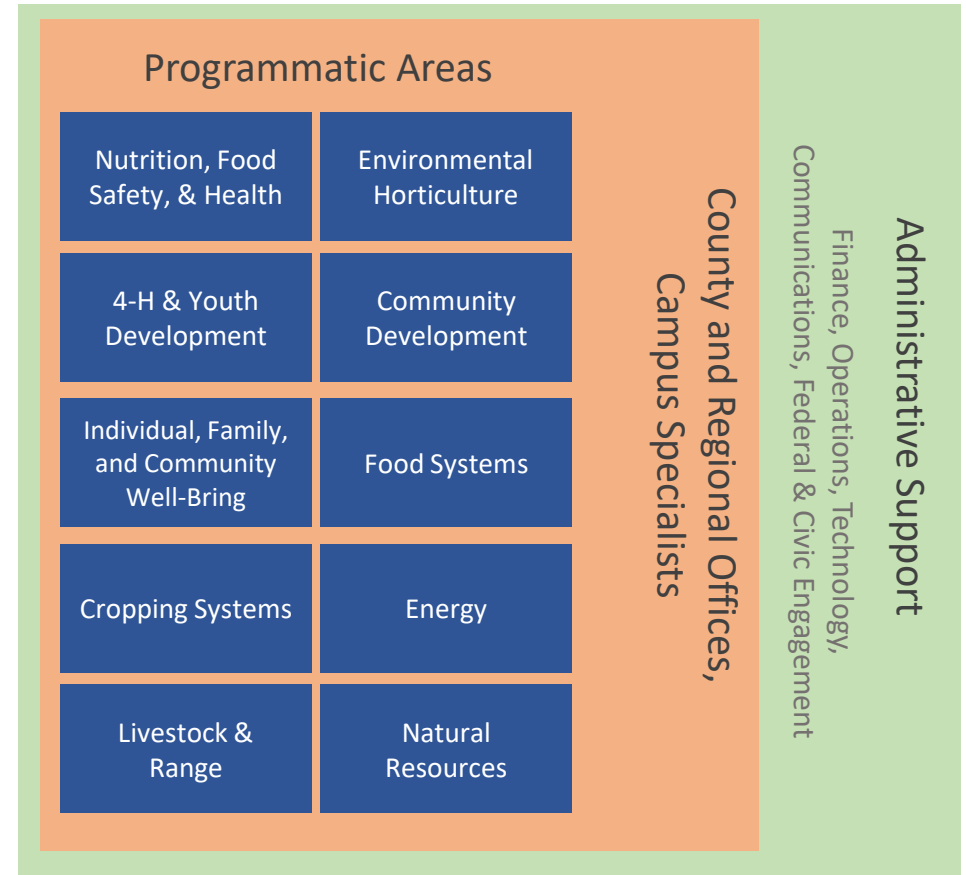




COLORADO STATE UNIVERSITY EXTENSION

- One of 13 US Land-Grant universities where the Extension service is university-wide, reporting to a VP
- Extension has been campus-wide since 1908 and now includes ~350 personnel
- Extension works with all eight colleges
- Local and regional needs drive programming
- County commissioners' review Extension annually

Extension's Structure



CSU EXTENSION COMMISSIONER SURVEY

Annual survey to assess 4 key satisfaction indicators

- Survey sent annually to county commissioners and officials in Colorado counties served by CSU Extension (210-215 total surveys sent).
- External data analysis.

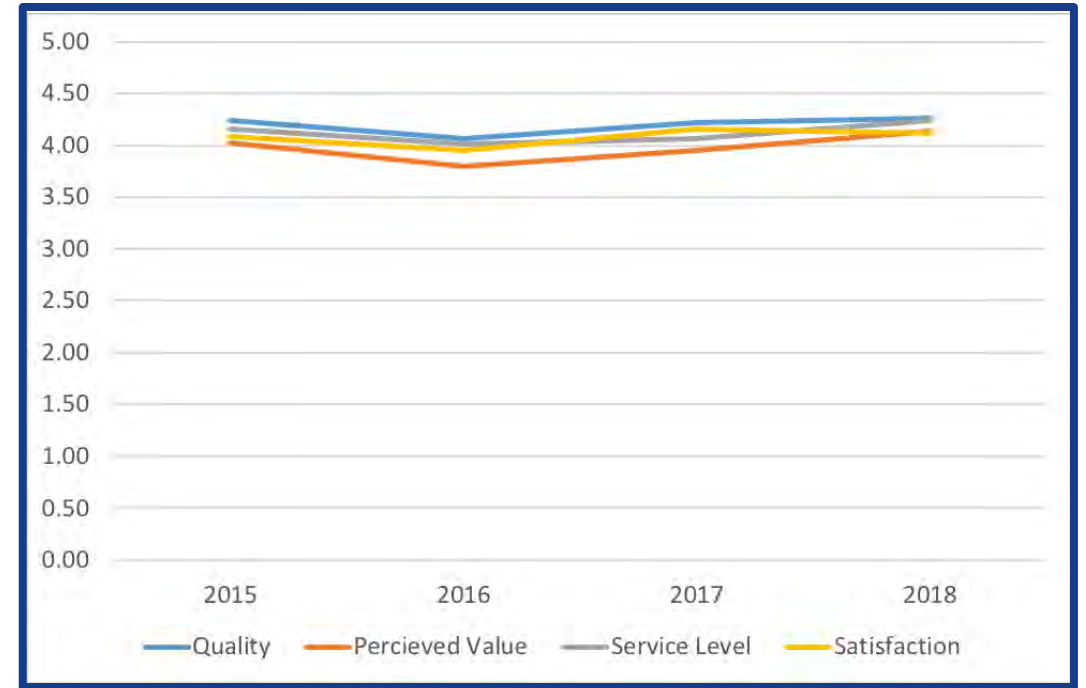
Survey Response Rates

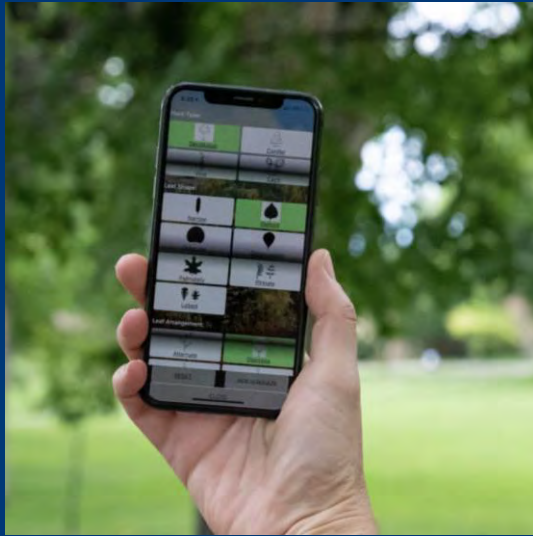
- 2018: 85% (52 of 61 counties)
- 2017: 84% (51 of 61 counties)
- 2016: 89% (54 of 61 counties)
- 2015: 85% (53 of 62 counties)



SURVEY METRICS, 2015 – 2018

Key Survey Metrics	County Mean Responses (scale 1-
Rate the <u>quality</u> of the programs and services provided from your local Extension office.	2018: 4.26 2017: 4.22 2016: 4.07 2015: 4.24
How would you rate the <u>value</u> received by the citizens of your county from programs and services delivered by Extension?	2018: 4.14 2017: 3.95 2016: 3.80 2015: 4.02
Rate the <u>responsiveness and service</u> level of your county Extension personnel in meeting the needs of your county citizens.	2018: 4.24 2017: 4.07 2016: 4.01 2015: 4.16
Rate your <u>overall satisfaction</u> with the service the citizens receive from your local county/area Extension office.	2018: 4.12 2017: 4.16 2016: 3.95 2015: 4.09





1

CSU Extension staff launched the CO Woody Plant app to help Coloradans identify trees and shrubs and educate users



2

Lt. Governor Dianne Primavera participated in a CSU Extension 4-H STEM AmeriCorps program called *It's Rocket Science*.



3

22 CSU students completed summer internships with Extension, in areas ranging from industrial hemp to nutrition education



Family Leadership Training Institute

Training focused on building individual and community capacity for civic engagement.

Brings together diverse voices to the decision-making table.

Promotes collaboration between individuals, families, institutions, public administrators, and elected officials.

Empowers citizens to respond to pressing community social, health, and economic issues.



Serving all of Colorado's 64 counties



127

Colorado Master Gardeners

Partnered with musician Gregory Alan Isakov, Colorado resident and gardening enthusiast, to provide information about the CMG program at his August 2019 Red Rocks Amphitheatre show.

9,500+ concert attendees.

CMG promotional video played on the venue screens prior to headliner.

CMG hosted a booth and passed out seed packets and information



Colorado 4-H

Colorado 4-H Enrollment

- Community 4-H Clubs – 13,035
- 4-H School Enrichment – 35,371
- 4-H Short Term/Special Interest – 55,096
- 4-H After-school Programs – 8258
- 4-H Camping Programs – 1,272

Total 4-H Enrollment 113,050

- 4-H STEM AmeriCorps – 892

Place of Residence

- Central Cities – 38,446
- Suburbs – 23,795
- Towns (10k-50k) – 17,510
- Towns (under 10k & rural non-farm) – 20,537
- Farms – 12,744

Volunteer 4-H Leader Enrollment – 9,614

4-H STEM AmeriCorps Members – 17



Western Campus Opening

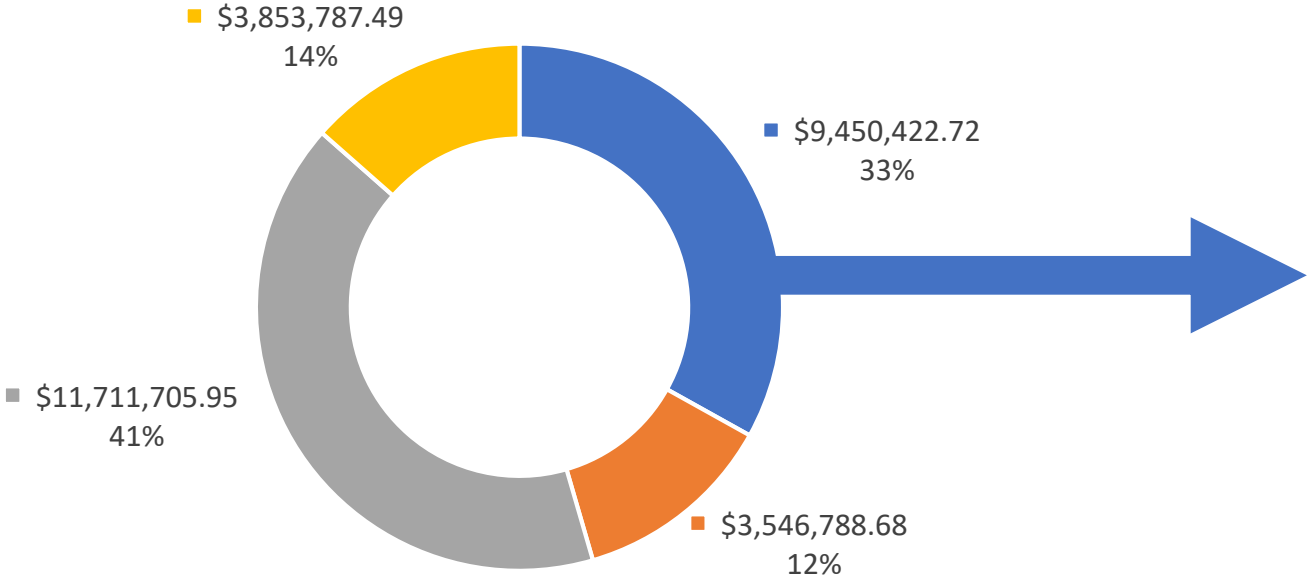
The new Western Campus in Orchard Mesa celebrated its grand opening on Thursday, August 29, 2019.

The site is now home to CSU Extension's Western Regional Office, the Western Veterinary Diagnostic Laboratory, the Colorado State Forest Service regional office, and administrative oversight for CSU's Agricultural Experiment Stations in Western Colorado.



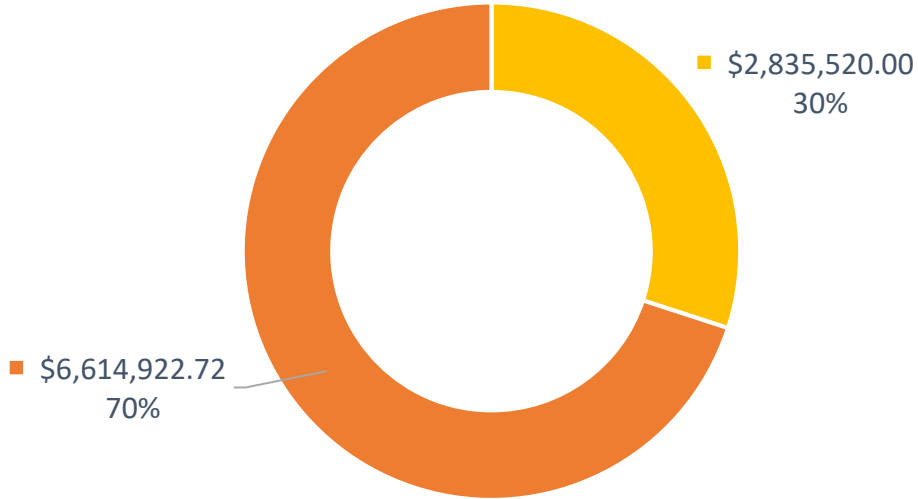
EXTENSION'S BUDGET

Source of Funding



- State Funds (FY19)
- Federal Funds (FY19)
- County Budgets (CY 2018)
- Other Funds (FY19)

Campus vs Field Programs for State Appropriations



- Campus/College Specialist Funding
- Field Program Funding

Total Extension Budget: \$28,562,704.84

- Totals Exclude Fringe Benefits and overhead allocation for office support, etc.
 - Campus vs. Field Allocation represents college funding by Extension vs. non-college funding
 - Numbers are based on actual expenditures





COLORADO WATER CENTER

COLORADO STATE UNIVERSITY

Champion water-related research

- Funding partnership with CWCB and the USGS
- Irrigation Innovation Consortium
- Colorado River Water Bank
- Ogallala Aquifer Sustainability

Provide education and training

- CSU Water Minor, freshman water introductory class, graduate seminar
- Climate Smart Agriculture initiative
- Proposed Masters of Water and Climate Policy for National Western
- CSU Water Sustainability Fellows

Catalyze meaningful collaboration and engagement

- Extension Water Team
- Water Literate Leaders
- National Western Western Water Policy Institute
- Poudre Runs Through It and NOCO Regional Water dialog

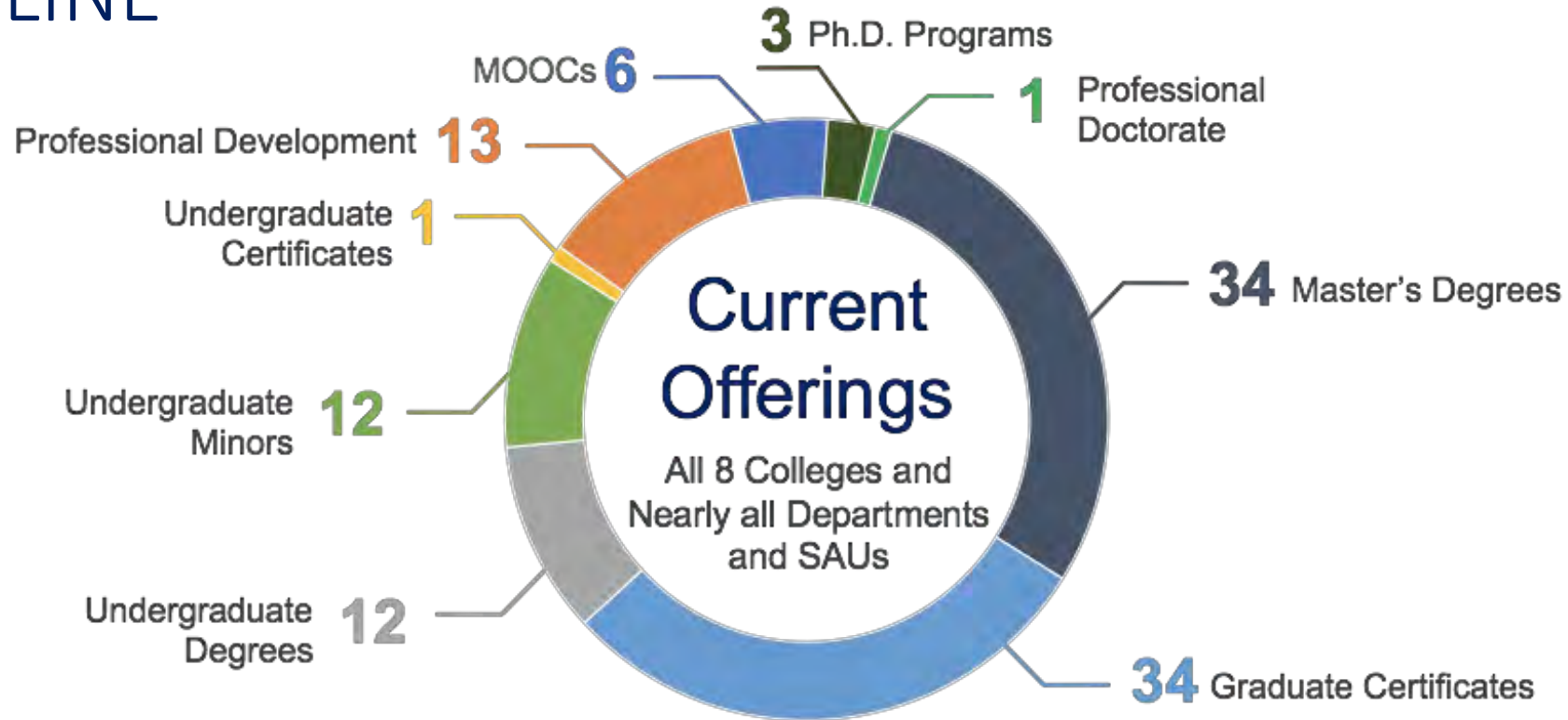


COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS



Student Demographics

GENDER 43% Male • 57% Female

AGE 45% 25-34 • 23% 35-44 • 18% 25 and under • 10% 45-54 • 3% 55-64

LOCATION 54% located in the U.S. (outside of CO) • 43% located in Colorado • 3% international



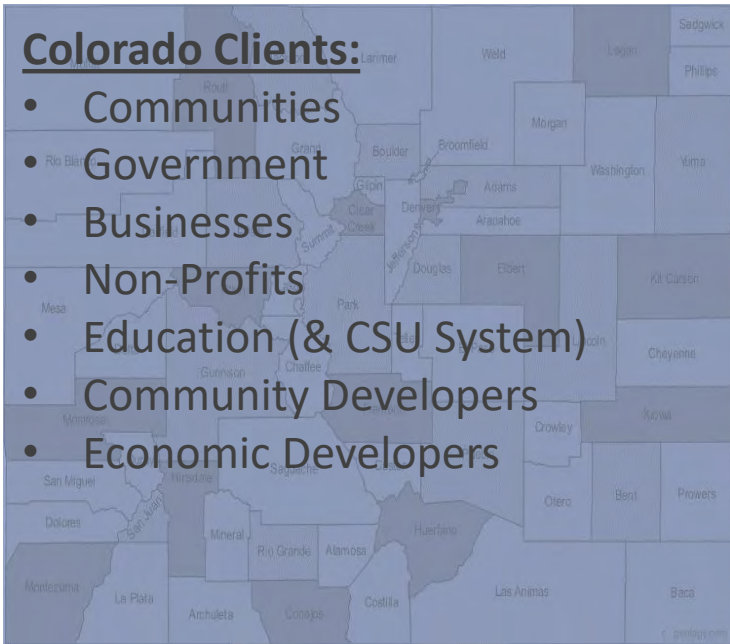
EXTERNAL
RELATIONSHIP
BUILDING

OFFICE OF COMMUNITY & ECONOMIC DEVELOPMENT

Clients

Low- or no-cost programs

\$ Profit Centers



OCED Signature Programs:

- CSU Market Research & Data Center
- Strategic Doing
- Family Leadership Training Program (Branded w/Extension)
- Professional Dev. & Online Training (Branded w/CSU Online)
- REDI (Regional Econ. Dev. Institute)
 - Economic Impacts Studies
 - Food Systems
 - New/Gig Economy

CSU Resources:

- Institutes
- Centers
- Faculty Engagement
- Additional Research Opportunities





THANK YOU



OFFICE OF
ENGAGEMENT
COLORADO STATE UNIVERSITY

Section 6

CSU-Global Reports

- CSU-Global Campus Student Representative's Report
- CSU-Global Campus Faculty Representative's Report
- CSU-Global Campus President's Report



Board of Governors to the
Colorado State University System
October 3rd-4th, 2019
Student's Report

CSU-Global provides affordable and more accessible textbooks for students

In the past 6 months or so of classes I have noticed more use of RedShelf, CSU-Global's online textbook platform. RedShelf provides CSU-Global students access to their textbooks from day one and students have the option to opt-in or out of utilizing the online textbook.

If a student decides to utilize the textbook for the class on the RedShelf platform they have the ability to access their book even within the CSU-Global dashboard. This is providing access to books anywhere and however students are accessing their classes. Students are notified via email about the cost their online textbook would cost along with explicit instructions on how to un-enroll if they are not interested.

For my own textbook costs, I was renting from other websites for about \$60-\$140 per textbook. With RedShelf and the CSU-Global partnership with RedShelf I have yet to pay more than \$50 and I get access to my textbook for much longer than I do from other rental platforms.

This software also has some great resources in offering additional tools in the tool-bar like being able to search for key words, provide definitions, highlight sections, create flashcards and it has the ability to read the textbook off line if needed.

RedShelf is another way that CSU-Global is providing access for all students to education and the resources they need to not only be successful but to go above and beyond.

Nicole K Hulet

Nicole K. Hulet
Student Representative
Colorado State University - Global Campus

**Colorado State University System
Board of Governors**

**CSU Global Faculty Representative Report
submitted by Harriet Austin
October 3, 2019**

Two updated and expanded services are now available to CSU Global faculty and students.

1. Revision of CSU Global Disability Website and Services

Disability Services offers guidance for faculty and staff in an FAQ, a streamlined process for students to register for services and have faculty letters sent, as well as the following additional resources for students:

INFORMATION	SERVICES	ACCESSIBLE EDUCATION
<p>These pages contain information about our services and procedures.</p>	<p>Resources and Services that can help you achieve your goals.</p>	<p>CSU Global is committed to ensuring education is accessible to our users.</p>
<ul style="list-style-type: none"> + Academic Accommodations + Disability Services Handbook + Grievance Procedure + Support Documentation + Temporary Conditions 	<ul style="list-style-type: none"> + Career Resources + SensusAccess Transcription + Student Assistance Program + Wellness Materials + Webinars + Register With Us 	<ul style="list-style-type: none"> + Accessibility Policy + Assistive Tools & Resources + IAC Information + Role of Faculty & Staff

Disability Services Data

2. Expansion of CSU Global Writing Center Services

Faculty are now able to recommend an additional service to students needing assistance with their writing. The CSU Global Writing Center is offering a new Drop Box option for students to submit assignments for written consultations with faculty writing consultants. This service is in addition to live consultations as well as a Writing Tutorials page on the Writing Center website that provides guidance on topics such as Idea Development and Generation, Organization and Structure, Finding Sources, Critical Thinking, Source Usage, Revision, Grammar and Style.

Writing Consultations:

- Consultation appointments are available 7 days a week during morning, afternoon, and evening hours
- Professional Writing Consultants are CSU Global faculty who receive training and ongoing professional development in writing instruction.
- Consultants typically focus on global concerns first: addressing the assignment, organization, argument, etc. However, consultants also assist with sentence-level issues: grammar, mechanics, punctuation and proofreading strategies.
- The Writing Center continues to see increased usage compared to the previous year. Appointments for August 2019 are up 70% over August 2018.
- Student satisfaction based on survey data was 92% for live consultations and 100% for Drop Box.

Board of Governors of the
Colorado State University System
October 3-4, 2019
President's Report Item



COLORADO STATE UNIVERSITY
— GLOBAL —

CSU System Strategic Goal: Student Success and Satisfaction

CSU Global Bridging the Education Divide Goal: Broaden CSU Global's reach to career-driven individuals

- CSU Global has started the 2019-2020 academic year with 19,083 total active students. This includes 28% from underserved minority populations, 14% with military affiliation, and 38% who are first generation college students.
- On September 10, CSU Global launched a specialization in Artificial Intelligence (AI) & Robotics. The university aims to prepare professionals for the rapid growth expected within the robotics and AI field, which is considered faster than average by the U.S. Bureau of Labor Statistics. Students will gain a detailed understanding of artificial intelligence principles that are used in representing reasoning and uncertainty in a perceptive environment as well as apply machine learning to control a robot in a real-life environment.
- CSU Global welcomed four Golden Eagle Scholarship recipients from its partnership with Aurora Public School (APS). These students started classes in the Fall 2019 trimester with each student assigned to a dedicated advisor to provide a deeper level of support.
- CSU Global expanded its partnership with Denver Public Schools (DPS) this fall. In addition to online dual-enrollment for DPS Online High School, CSU Global will be included in DPS's ASCENT program that allows students district-wide to stay in high school a fifth year to get their first year of college and accompanying credit, at no out-of-pocket cost (as tuition is paid by the school district). The university's partnership with DPS also provides DPS staff and teachers with CSU Global tuition discounts. Through this partnership, CSU Global provides a pathway that authorizes DPS high school teachers to either teach or act as a CSU Global course facilitators for their students.
- On August 12, Dr. Takeda-Tinker was appointed by Governor Jared Polis to the Colorado Economic Development Commission. Dr. Takeda-Tinker's appointment is an



acknowledgement of her work with CSU Global in creating increased workforce advancement opportunities for Coloradans through high-quality, career-relevant, and affordable online learning.

CSU System Goal: Transform Colorado’s Future

CSU Global Bridging the Education Divide Goal: Make lifelong learning achievable for busy working adults

- CSU Global launched the ‘Career Academy’ platform to provide students with the opportunity to acquire knowledge, skills, and abilities in areas that align with our degree programs through short-course, workplace-focused education that has transferable credit value. CSU Global’s Career Academy works with approved partners to offer select programs for optimal education and workplace success as students decide what their long-term career paths might be. Each course and program offered through the Career Academy has been reviewed to provide the option for students to then transfer completed programs into college credits when the time is right. View available options for students at CSUGlobal.edu/career-academy



- The university has been offering a Career Success Series of webinars for students, alumni, and prospective students focusing on professional and industry-relevant areas and skills. Topics since August and September included *Is an Online Degree Right for Me* and the *Future of Work: Artificial Intelligence & Robotics Programs at CSU Global*.

CSU System Goals: Expand Statewide Presence

CSU Global Bridging the Education Divide Goal: Engage through development of new communities

- CSU Global is excited to have completed its move to its new Aurora headquarters. Staff and all administration functions moved to its new address of 585 Salida Way, Aurora, CO, 80011 on Monday September 16th. The university participated in the following events as part of the greater Aurora community: Aurora Public Schools (APS) Back to School Celebration and the Aurora Police/Fire Departments Family Picnic, Aurora Police Foundation Annual Awards Dinner, Fallen Hero Foundation Gala, and the APS Foundation Gala. CSU Global held its own grand opening reception on August 8th, 2019 to thank city, state, business, and higher education leaders for their support of the university in making this move possible.



- CSU Global Programs Recognized as Top in the Nation! CSU Global is proud to receive top rankings since August including:
 - #3 on the 20 Best Online Master's in Law Enforcement Administration by BestColleges.com.
 - #3 on the 15 Best Online Bachelor's in Business Intelligence by TheBestSchools.org.
 - #11 on the Top 25 Online Master's in Healthcare Administration for 2019 by BestMastersPrograms.org.

See a full list of our awards and rankings at CSUGlobal.edu/rankings.



CSU Global Esports

A look at the program so far



CSU Global Esports Goals

- Encourage students and alumni to feel engaged, create new connections, and embrace mutual interests.
- Provide an inclusive, positive, and exemplary environment for students and alumni to enjoy gaming in a new way.
- Host friendly competition while supporting a space for all gamers no matter their skill or level.
- Have fun!



CSU GLOBAL ESPORTS



Launch of CSU Global Esports

Outreach

- Open email invitation to all of the CSU Global student body and alumni
- Inclusion at Spring Graduation
- Esports inclusion in monthly Alumni Newsletter

Student Portal

- Rules & Regulations
- Expectations and requirements for each team
- Community events
- Twitch Channel feature - potential members are able to watch along for events

Connecting with Students

- Discord Server with channels for individual interests, voice channel for those who “get together”
- Twitter and Twitch account created for further outreach



Community Events

Creating Community

- Provide opportunity for members to participate in an event with minimal time commitment
- Consistent schedule to increase retention
- Content announced at the beginning of the month

Weekly Scrimmages

- Open to all current students and alumni
- Scheduled at the same time every week
- The content changes weekly to keep things fresh and interesting
- Roughly 2 hour time commitment

Monthly Tournaments

- Open to current students - in good standing and alumni
- Last Saturday of each month
- Content changes monthly
- Roughly 3 hour time commitment



Platforms

League of Legends

A free to play game, that has been around for 10 years. Arguably the most popular game in esports. According to Youtube, League of legends has brought in 236 million views versus Fortnite's 25 million. With a player base of 120 million players compared to Overwatch's 40 million and Fornite's 80 million.



CS:GO

A recently "free-to-play" game, reaching its seventh year. CS:GO sees 20 million monthly active users still in 2019. A team based shooter game with various game modes - appealing to a different audience than League of Legends which only has one game mode. Easier to pick up as a new player and reliant on teamwork.





Team Leadership Positions

Overview

- Student Run Positions
- Encourage participation from those with limited time
- Divide responsibilities - allowing more time for more events & teams

Goals

- Leadership opportunities
- Create new relationships between members
- Increase retention with a sense of ownership
- Grow the network of students interested
- Create resume building opportunities

Positions

- Moderators
- Captains
- Marketing Chair
- Outreach Chair
- Event Management Chair



Merchandise Point System



Flip Spout with Straw
10 points



Mousepad
25 points



Thermal Tumblers
50 points



T-shirt
75 points



Customized Jersey
125 points



Testimonials

How has the Esports Program affected the CSU Global community?

- **Prospective Students**
- **Engaging Admission**
- **Community Numbers**
- **Retention**
- **Event Attendance**
- **Student Testimonials**

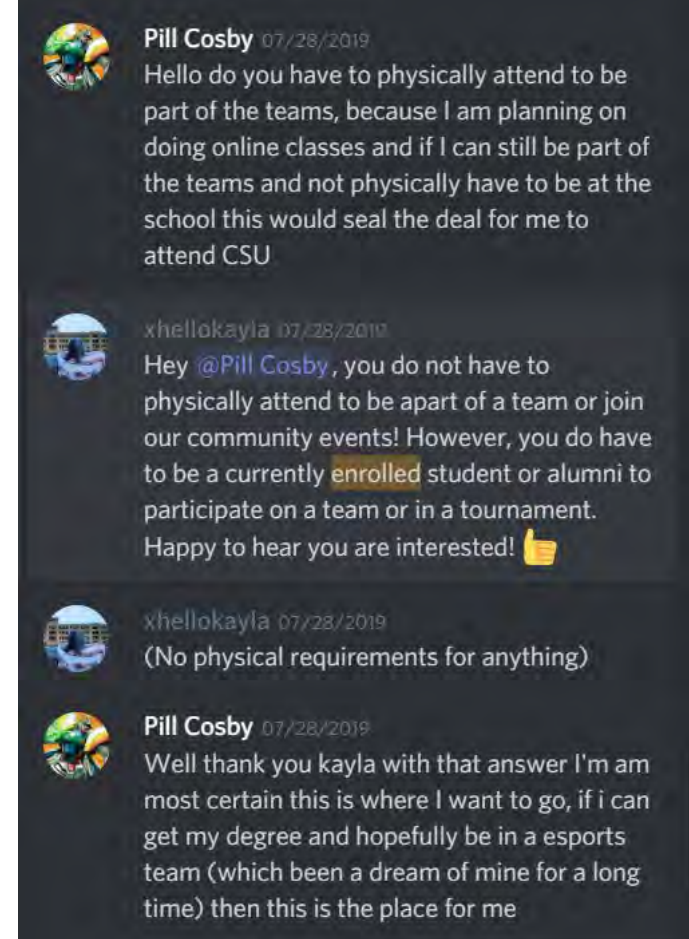
Students and Admission

Prospective Students

With 5 examples of prospective students curious about the Esports program already, we have received high praise for creating the community compared to other schools.

Engaging Admission

Utilizing an enrollment counselor directly on our Discord Server, we are able to point potential admission students to them in order to engage their interest and answer questions they may have.





Community and Retention

Community Numbers

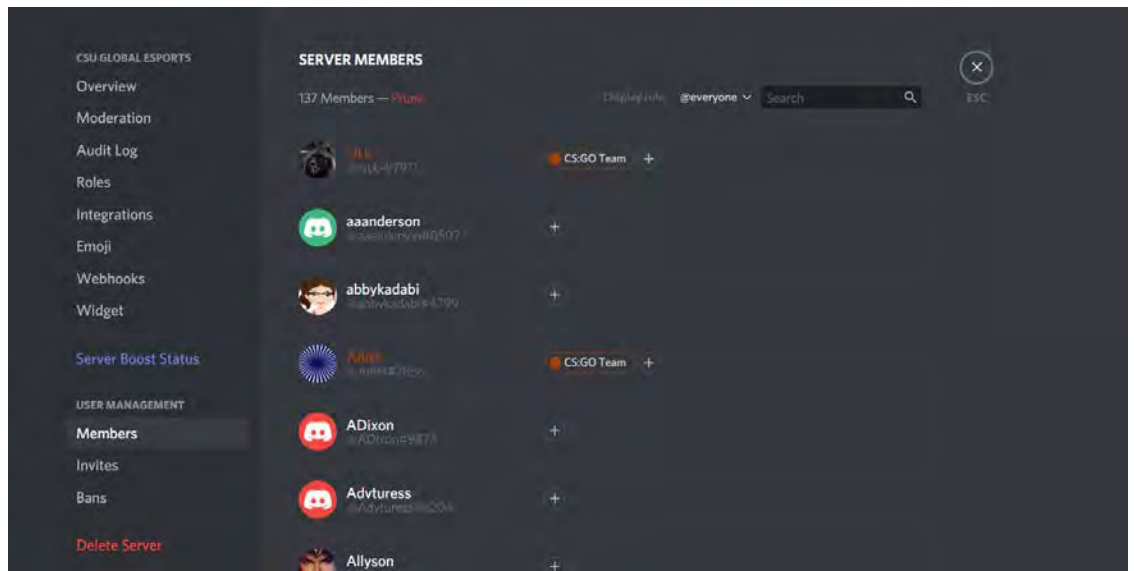
With close to 12k impressions monthly on Twitter, and over 136 Discord members - we see consistent growth in new members each month.

Your Tweets earned 11.9K impressions over this 31 day period



Retention

All members are active on Twitter and Discord, with a 100% retention rate and 5% increase in members in August 2019 alone.





Events and Testimonials

Event Attendance

Using our monthly schedule model has encouraged students to be aware of when our events take place, allowing them to plan accordingly. With each event seeing success - engaging 25% of our member base.

Student Testimonials

Since launch all testimonials from events have been positive, with excitement from members on a weekly basis. Students are appreciative of the opportunity to make connections in the community.



MattRadical 07/09/2019

100% agreed. It's one of those things too where you're in the same room as people from all over the world who have the same passion you do. Always fun to be around like-minded people. That was the memorable part for me.



whynizzie 08/24/2019

Hi Kayla

I don't think we've officially virtually met yet lol Just wanted to let you know I love what you're doing with the CSUG esports and esports as a whole.



Looking forward

- Creating a program that will be sustainable for the future with clear roles, responsibilities, and expectations
- Building friendly competition between Universities via tournaments set on a monthly basis - CSU vs. CSU Global CS:GO Tournament
- Providing an opportunity for students to hone their skills in the games industry
- New ways to create organic relationships between students while encouraging their pride in the program in terms of recruitment and retention - TwitchCon 2019 Meetup



Section 7

Annual Campus Safety Reports

- Colorado State University – Pueblo
- Colorado State University

CAMPUS SAFETY THE CLERY ACT



The CLERY Act

Three Primary Requirements:

- Policy Disclosure to Campus Community
 - Procedures for reporting criminal actions, emergencies occurring on campus, campus law enforcement
- Records Retention and Reporting
 - Keep daily crime log open for public inspection
 - Publish and distribute annual security report
- Issue Campus Alerts
 - “Timely Warning” or “Emergency Notification”



Campus Safety at CSU

- CSU Public Safety Team
 - PST Executive Committee
 - Additional Team Members and Committees
- Colorado State University Police Department
 - Chief Scott Harris
 - CSUPD is a full-service law enforcement agency
 - Mission: CSUPD supports the educational mission of CSU by providing professional, community-based services that enhance the health and safety of all community members
 - Resource for safety and security issues on campus
- Coordination with Fort Collins Police Services, Larimer County Sheriff's Office, and other law enforcement agencies



CSU Statistics

- Safety statistics from CSU's Annual Safety Report
- Crime statistics are consistent with previous numbers of reported sex offenses
 - 25 sex offenses reported in 2018 (27 reports in 2017, and 16 reported in 2016)
 - 39 reports of dating violence, domestic violence and stalking
- These reports are consistent with peer institutions and national trends: universities with comprehensive resources and services have experienced increased crime reporting



Campus Safety at CSU-Pueblo

- CSU-Pueblo Safety Team
 - Parking and Safety Manager; Associate VP of Facilities; Dean of Student Affairs; Director of Residence Life and Housing; Director of Student Conduct and Case Management; Executive Director of Marketing, Communications and Community Relations; Director of Environmental Health and Safety; Office of Institutional Equity; Pueblo County Sheriff's Office; Deputy General Counsel
- Pueblo County Sheriff's Office
 - Full service Law Enforcement: Lieutenant; Sergeant; 9 deputies
 - 24/7 coverage
 - Integrated into campus
 - Access to all Sheriff's Office resources and personnel
 - Provides training; participates on committees
 - Campus policing philosophy



CSU-Pueblo Statistics

- Safety statistics from CSU-Pueblo's annual safety report
 - CSU-Pueblo had 3 sex offenses to report for Clery in 2018
 - Decrease from the past 2 years
 - 4 reportable incidents of Dating Violence and/or Stalking



Questions?

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL





**CSU
PUEBLO**

**2019 FIRE SAFETY
AND SECURITY
REPORT**

**2018 CRIME
STATISTICS**

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Colorado State University-Pueblo Non Discrimination Statement

Equal Opportunity/Affirmative Action Commitment & Notice of Nondiscrimination

Colorado State University-Pueblo is committed to equal educational and employment opportunities and to the elimination of all forms of discrimination, protected class harassment, sexual misconduct, intimate partner violence stalking, and retaliation. Furthermore, CSU-Pueblo is committed to maintaining respectful, safe, and nonthreatening educational, working, and living environments. In furtherance of this commitment, CSU-Pueblo does not discriminate on the basis of age, citizenship, creed, color, disability, gender, gender expression, gender identity, genetic information, national origin or ancestry, pregnancy, race, religion, sex, sexual orientation, veteran status, or because an individual has inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. CSU-Pueblo is an affirmative action/equal opportunity institution. It encourages diversity and provides equal opportunity in education, employment, all of its programs and activities, and the use of its facilities. The University takes affirmative action to employ qualified women, racial/ethnic minorities, protected veterans, and individuals with disabilities.

CSU-Pueblo complies with the Equal Pay Act, Titles IV, VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments, the Americans with Disabilities Act, as amended, Section 503/504 of the Rehabilitation Act, the Age Discrimination Act, Age Discrimination in Employment Act, the Vietnam Era Veterans' Readjustment Assistance Act, the Pregnancy Discrimination Act, Executive Order 11246, as amended, Violence Against Women Reauthorization Act of 2013, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act the Genetic Information Nondiscrimination Act of 2008, and all civil rights laws of the State of Colorado.

The Director of the Office of Institutional Equity has been designated by the President as the person with overall responsibility for the implementation and maintenance of the University's affirmative action programs. The Director of the Office of Institutional Equity has also been designated as the University's Title IX Coordinator, Americans with Disabilities Act (ADA) Coordinator, and Section 504 of the Rehabilitation Act of 1973 Coordinator. As such, the Director of the Office of Institutional Equity is responsible for addressing compliance with all federal, state, and local laws pertaining to nondiscrimination, civil rights, access, and equity. For any inquiries or concerns regarding discrimination, protected class harassment, or sexual misconduct, please contact Joshua R. Ernst (josh.ernst@csupueblo.edu), Executive Director, Office of Institutional Equity at (719) 549-2210, Administration Building – Room 304.

Student seeking disability resources and accommodation or who have other related concerns, should contact Justin Hiniker (dro@csupueblo.edu), Director of the Disability Resource & Support Center at (719) 549-2648, Library and Academic Resource Center (LARC) – Room 169.

Employees seeking disability resources and accommodations or who have other related concerns, should contact Joshua R. Ernst (josh.ernst@csupueblo.edu), Executive Director, Office of Institutional Equity at (719) 549-2210, Administration Building – Room 304 or Kat Abernathy (kat.abernathy@csupueblo.edu), Director of Human Resources at (719) 549-2441, Administration Building – Room 306.

Please visit www.csupueblo.edu/institutional-equity for more information.



Message from Colorado State University-Pueblo President

To the Campus Community:

The 2019 Fire Safety and Security Report contains important information about our campus environment.

All colleges and universities that participate in federal financial aid programs are required to keep and disclose crime statistics per the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act (Jeanne Clery Act). Enclosed you will find information about key institutional policies, personal safety and crime prevention information, how to report suspicious and criminal activities, and required Clery Act crime statistics for the last three calendar years.

For more than a decade, the Pueblo County Sheriff's Office (PCSO) has provided law enforcement services as well as community-oriented prevention and education activities that help to reinforce safety to students, faculty, staff, and campus visitors. It is incumbent upon all of us to familiarize ourselves with our resources and processes for preventing and responding to criminal activity. This annual report serves as a resource of safety information as well as policies and procedures that we hope will help secure a safe environment in which to teach, learn, and work.

Timothy P. Mottet
President

EMERGENCY DIAL 911

ON-CAMPUS

CSU-Pueblo Sheriff's Office
Lower Level of Administration Building
(719) 549-2373

OFF-CAMPUS

City of Pueblo Police Department
(719) 553-2502
Dispatch for Reporting

CAMPUS EMERGENCY CALL BOXES

These boxes are strategically located on campus and are available to students, staff, or visitors who would like to seek safety assistance and/or report any crime in progress. Once the call is activated, it will connect directly to the Pueblo County Sheriff's Office Dispatch Center.

SEE CALL BOX MAP on Page 45

Stay Informed – Daily Crime Log

The Pueblo County Sheriff's Office at Colorado State University-Pueblo Crime Log contains information on recent crimes and incidents that have occurred on the Colorado State University-Pueblo Campus.

<https://www.csupueblo.edu/campus-safety/sheriffs-office/index.html>



Message from the Pueblo County Sheriff

The Pueblo County Sheriff's Office is proud to serve as the law enforcement agency at CSU-Pueblo. Our goal is to provide the students, faculty, staff, and guests with the highest level of safety and security through interaction, education, and response.

Our deputies serve in a way that fosters trust, cooperation, and compliance while still demonstrating the utmost respect and compassion for CSU-Pueblo students and their guests.

The Pueblo County Sheriff's Office at CSU-Pueblo strives to protect life and property in an attempt to create a safe environment conducive to learning.

If you have questions or concerns about campus safety, do not hesitate to contact Lt. Cliff Kindred at our CSU-Pueblo Campus Sheriff's Office at 719-549-2373. For further information regarding the Pueblo County Sheriff's Office, visit: <http://www.sheriff.co.pueblo.co.us/>

Kirk M. Taylor
Sheriff

SAFETY



Introduction

The information in this report is provided to educate current students, prospective students, faculty, and staff about safety and security policies, procedures, and statistics for Colorado State University-Pueblo (CSU-Pueblo). The University believes that a well-informed campus community is better prepared to deal with crime and emergency situations. The University encourages campus community members to become actively involved with the safety and security of students, faculty, and staff.

In 1990, the Higher Education Act of 1965 (HEA) was amended to include the Crime Awareness and Campus Security Act of 1990 (Title II of Public Law 101- 542). This amendment required all postsecondary institutions participating in Title IV student financial aid programs to disclose campus crime statistics and security information. In 1998, the act was renamed the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act in memory of Jeanne Clery, a university student who was killed in her dorm room in 1986. More commonly known as the Clery Act, this law requires colleges and universities to:

- Collect, classify, and count crime reports and statistics
- Issue campus alerts
- Publish an annual security report
- Submit crime statistics to the Department of Education
- Maintain a daily crime log
- Disclose missing student notification procedures
- Provide fire safety information

Preparing the Annual Report

This report is compiled by the CSU-Pueblo Safety Team that is comprised of campus law enforcement, administrators, and staff members who are responsible for and/or directly involved with safety and security of the campus:

- Associate Vice President of Facilities Management
- Pueblo County Sheriff's Office at CSU-Pueblo
- Senior Associate Vice President of Student Affairs
- Deputy General Counsel
- Executive Director of Marketing, Communications, & Community Relations
- Director of Student Conduct
- Assistant Dean of Student Conduct and Residence Life and Housing
- Parking and Safety Manager
- Office of Institutional Equity

The Pueblo County Sheriff's Office at CSU-Pueblo, in conjunction with the CSU-Pueblo designated Clery Coordinator, prepares the annual disclosure of crime statistics report to comply with the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act. The report is prepared in cooperation with the Division of Student Affairs, including the Office of Residence Life and Housing and the Office of Student Conduct. Campus fire, crime, arrest, and disciplinary referral statistics include those reported to the Pueblo County Sheriff's Office at CSU-Pueblo and to University Campus Security Authorities.

Law Enforcement Qualifications & Authority

Law enforcement services at CSU-Pueblo are provided by the Pueblo County Sheriff's Office. The Sheriff's Office is staffed with experienced State-Certified peace officers who are current in Colorado Peace Officer Standards and Training (P.O.S.T.) procedures. All of these officers have the authority to make an arrest. Additionally, the Pueblo County Sheriff's Office provides law enforcement and emergency services to unincorporated Pueblo County. This connection to the community means that campus law enforcement is up to date with developments in the community allowing them to better serve the campus. Deputies assigned to CSU-Pueblo actively monitor off-campus crime, as it relates to the campus, students, faculty, and staff.

Law Enforcement Partnerships

CSU-Pueblo has a contractual and collaborative agreement with the Pueblo County Sheriff's Office to provide all law enforcement services on campus. This partnership allows CSU-Pueblo to have access to all services that are available to the larger community, including emergency management, search and rescue teams, investigations unit, high-tech crimes unit, and SWAT teams. Because CSU-Pueblo is adjacent to State of Colorado Highway property and City of Pueblo residential and commercial property, the Sheriff's Office and CSU-Pueblo work closely with the Colorado State Patrol (CSP) and the Pueblo City Police Department (PPD) to address any issues, emergencies, or community service needs that may involve both CSU-Pueblo and CSP and/or PPD geographical areas of jurisdiction.



***This report is posted on the
CSU-Pueblo website:***

<https://www.csupueblo.edu/campus-safety/>

Copies of the report are retained in the offices of:

Admissions

Human Resources

Facilities Management

Office of Student Affairs

Office of the General Counsel

Marketing, Communications and Community Relations

Take Safety Precautions

Students, faculty, and staff should take the following precautions to prevent circumventing policies designed to protect the safety of self and others:

- ✓ Do not prop doors open or allow strangers into campus buildings that have been secured.
- ✓ Do not lend keys or leave them unattended.
- ✓ Do not give codes to anyone.
- ✓ Keep your valuables secured and out of sight.
- ✓ Notify the Sheriff's Office of any suspicious activities or individuals.

Reporting a Crime

In the event of any crime, fire, or emergency on campus, students and employees should immediately notify the Pueblo County Sheriff's Office (PCSO), located at CSU-Pueblo. They will respond to all reports and make appropriate referrals to the Pueblo County District Attorney's Office, appropriate University Administrators, and/or the CSU-Pueblo Office of Student Conduct. The PCSO at CSU-Pueblo is housed in Administration 118. Students may call (719) 549-2373 for general safety and security information or to contact individual Sheriff's Office staff.

For all off-campus emergencies, calls should be directed to the local law enforcement agency. Students enrolled in any CSU-Pueblo classes held in Colorado Springs should contact the Colorado Springs Police Department or the El Paso County Sheriff's Office to report a crime. If attending classes at Ft. Carson Army Base, contact the appropriate Ft. Carson law enforcement authorities to report a crime. Students who reside in the City of Pueblo should direct their emergency calls to 911 or to the Pueblo City Police Department (719) 553-2502.

Confidential Crime Reporting

A witness of a crime who wishes to remain anonymous may call the CSU-Pueblo Tip Line at (719) 549-2376. The Tip Line is a voice message system only; and therefore, immediate action will not be taken. Witnesses of crimes also may report to Pueblo Crime Stoppers at (719) 542-7867(STOP).

Reporting a Crime to a Campus Security Authority (CSA)

For the purpose of a timely warning, the University encourages students and employees to promptly report any fire or criminal activity directly to the Pueblo County Sheriff's Office at CSU-Pueblo. However, students and employees may report a fire or crime to a Campus Security Authority (CSA) who is responsible for forwarding non-identifying information to the Clery Coordinator for inclusion in the annual Security Report, regardless of whether the victim chooses to file a report with law enforcement.

WHO IS A CAMPUS SECURITY AUTHORITY?

Pueblo County Sheriff's Office at CSU-Pueblo
 Parking Operations Staff
 Vice President of Enrollment Management,
 Communications and Student Affairs
 Senior Associate Vice President of Student
 Affairs
 Assistant Dean of Student Engagement, Events
 and Leadership
 Office of Student Engagement and Leadership
 Staff
 Executive Director, Office of Institutional Equity
 Office of Institutional Equity Staff
 Student Organization Advisors
 Director of Student Conduct and community
 Standards
 Assistant Director, Health Education and
 Prevention
 Assistant Dean, Student Life
 Residence Area Coordinators
 Resident Assistants
 All Athletics Department Staff
 All Athletics Department Volunteers
 Extended Studies Student Advisor
 Site Manager, University Tower Location at
 Colorado Springs
 Site Manager, Fort Carson Location
 Director of Center for Academic Enrichment
 Center for Academic Enrichment Advisors
 Director of Disability Resource and Support
 Center
 Student Recreation Center Professional Staff
 Student Recreation Center Front Desk Staff
 Director of Student Support Services (SSS)
 Education Development Specialist (SSS)
 Associate Vice President for Facilities
 Director of Auxiliary Services
 Director of Career Center
 Director of Student Financial Services
 Financial Aid Counselors
 Assistance Dean for Student Support and
 Advocacy
 Director of English Language Institute
 Hasan School of Business Academic Advisors
 Asst. Director of Latinx Program and CAMP
 Coordinator, Center for International Programs
 Writing Room and General Education Coordinator
 Director of Honors Program
 Director of Presidents Leadership Program
 Director of STEM Learning Center
 Director of CBASE

Exemption from Reporting

Licensed professional mental health counselors and pastoral counselors (employed by religious organizations to provide confidential counseling) who are working within the scope of their license or religious assignment at the time they receive the crime report are exempt from reporting under the Clery Act.

Secure Access to Campus Facilities

Preserving a safe and secure environment is the responsibility of everyone on campus. Employees have the responsibility to secure their work area, and students have the responsibility to lock their residence hall rooms and apartments, as well as secure their personal property.

Most campus buildings and facilities are accessible to the public during normal business hours Monday through Friday, excluding holidays. Certain facilities may be opened by facilities personnel for designated hours on weekends and evenings. Buildings may be secured at different times based upon class schedule, special events, and computer lab hours.

Secure Access to Residential Facilities

All residence halls are secured using a card access system. Residence halls are accessible to the campus community and visitors from 8 a.m. to 5 p.m. Monday through Friday. Residence Halls have restricted access on weekends from 5 p.m. on Friday to 8 a.m. on Monday. During those hours, any visitors must be accompanied by a hall resident, and the resident must provide proper identification and access card. Visitors must sign in at the front desk. Access to the residence halls, after business hours, may be made available for campus programming. Campus apartments are secured by lock and key and are not available for community access at any time.

Security Considerations in Building Maintenance

Although maintenance requests are prioritized based upon need, budget, and emerging conditions, safety and security issues that are observed may be a cause for quicker response and handling. If a student, faculty, staff, or visitor notices a potentially dangerous or hazardous condition concerning maintenance, they should immediately contact the University Physical Plant at (719) 549-2211. The University conducts a semi-annual nighttime review of outdoor lighting and responds by installing or repairing lighting as needed.

The University requires all contractors who work in campus-owned residences to agree to and follow the policies and procedures set forth in the *Special Contract Conditions for Construction Projects in Occupied Student Housing Facilities at Colorado State University-Pueblo*. Contractors are required to adhere to special contract conditions for projects that involve construction within or adjacent to student housing facilities, defined as residence halls and apartments. The contractor, all workers, subcontractors, deliverymen, and anyone else coming on to the work site must be informed of the requirements to respect the students' privacy and enjoyment of their residences. The work must be done in a manner that maintains the security of the students' residences, limits contact with the residents, provides advance notice of any work that may affect the residents, and limits communications about the project to those persons designated by Colorado State University-Pueblo.

Timely Warning & Emergency Notification

Timely Warning

Under the *Clergy Act* (20 U.S.C. state § 1092), Colorado State University-Pueblo, through designated personnel, is responsible for issuing a “timely warning” if a crime has been reported and CSU-Pueblo determines there is a serious or continuing threat to the campus community. In addition, CSU-Pueblo is required to send an “emergency notification” if there is an immediate threat to the health or safety of students or employees occurring on campus.

The decision to issue a timely warning or an emergency notification:

- Will be decided on a case-by-case basis in compliance with the *Clergy Act* and after consideration of available facts.
- May depend on the nature of the crime, the continuing danger to the campus community, and the possible risk of compromising law enforcement efforts.
- Will depend upon the particular health or safety threat. CSU-Pueblo will, without delay, take into account the safety of the community, determine the content of the notification, and will determine whether to initiate the notification system.

Emergency Notification

The emergency notification system will be immediately activated when University authorized representatives become aware of and confirm a critical incident or other emergency situation that potentially affects the health and/or safety of the campus community.

Law enforcement and University officials will assist those preparing the emergency notification with determining what segment or segments of the campus community should receive the notification. Generally, campus community members in the immediate area of the dangerous situation (i.e. the building, adjacent buildings, or surrounding area) will receive the emergency notification first. The University may issue subsequent notifications to a wider group of community members. In addition to the emergency notification that may be issued via the University mass notification system, the University will post applicable messages about the dangerous condition on the University website and social media outlets to help ensure the rest of the campus is aware of the situation and the steps they should take to maintain personal and campus safety. The University will not disclose the identity of any victim related to the situation prompting the notice.

If the emergency affects a significant portion of or the entire campus, University officials will distribute the notification to the entire campus community. With the assistance of the Pueblo County Sheriff’s Office, the University will determine the content of the notification. The University has developed a wide range of template messages addressing several different emergency situations. The communications officers (or others issuing the alert) will select the template message most appropriate to the on-going situation and modify it to address the specifics of the present incident.

How to sign up for the Emergency Alert System

HOW DO STUDENTS REGISTER FOR EMERGENCY ALERTS? Enrollment in this program is not automatic. Participation in this program is voluntary. Students must register for the service and will be responsible for updating their personal cell phone numbers in the event their contact information changes. It may take up to 72 hours for a cell phone number to become active in the Emergency Notification System.

- ➔ Sign on to your PAWS Account
- ➔ Click the “Emergency Text” Tab
- ➔ Respond to prompts each time you register

HOW DOES THE SYSTEM WORK? In the event of an emergency, a scheduled testing of the emergency system, or an unexpected closing of the University, a text message will be sent to all enrolled cell phones.

Each text message will begin with the message “*CSU-Pueblo ALERT!*” and will follow with the nature of the alert and any additional information. The text message will be brief, and you will be instructed to check the main CSU-Pueblo website or other media outlets for more information. You will receive messages within a few minutes of their transmission as long as your cell phone is turned on. The University will test the system each semester by sending a test message.

DOES IT COST? The service is free, but you may be charged your cellular service provider's standard rates. If you have verified the registered cell phone number is correct and you do not receive the once a-semester test message, you will need to check with your carrier to make sure your number is not blocked from receiving subscription text messaging from short codes.

FACULTY AND STAFF REGISTER THROUGH THE FACULTY & STAFF PORTAL

MORE INFORMATION CAN BE FOUND ONLINE AT:

<https://www.csupueblo.edu/campus-safety/csu-pueblo-alert.html>

Crime Prevention

Throughout the year, campus personnel and Sheriff's Deputies participate in programs aimed at crime prevention and the community policing philosophy to provide information that pertains to crime prevention, alcohol use, and illegal drugs. Educational programs are provided to students, faculty, and staff that include New Student Orientation and Parent Orientation Safety sessions, Alcohol and Drug Awareness, Active Shooter Awareness, Student-Athlete Safety Training, Orientation, Residence Life and Housing Safety Training, DUI Awareness, Sexual Assault Awareness, Bystander Intervention, Dating Violence Awareness, Domestic Violence Awareness, Stalking Awareness, Fire Safety Education, and other training as needed for students, faculty, and staff.

Crime Prevention Services

- ➔ **CAMPUS SAFETY OFFICERS (CSOs):** CSU-Pueblo student employees who provide additional foot patrol, building security, and parking enforcement. Call (719) 549-2373.
- ➔ **CAMPUS SAFE WALK:** Available to any campus member who wants to have the added security of being escorted from one location to another. Call (719) 549-2373 for assistance.
- ➔ **RESIDENCE HALL AND BUILDING PATROL:** Patrols include Sheriff's Deputies and CSOs patrolling in and around campus buildings.
- ➔ **EMERGENCY CALL BOXES:** Call boxes are found in 15 locations around campus. Call box maps and pictures are located at the end of this document.
- ➔ **LIGHTING SURVEY:** Facilities personnel regularly survey outdoor lighting and address any concerns. Call (719) 549-2211 to report lighting issues.
- ➔ **INDIVIDUAL OR DEPARTMENTAL SAFETY CONSULTATION:** Campus members are encouraged to contact a Deputy with any safety or security concerns by visiting the Pueblo County Sheriff's Office at CSU-Pueblo Administration 118 or dialing (719) 549-2373.
- ➔ **ACTIVE Assailant RESPONSE TRAINING:** At various times throughout the year, the PCSO conducts active assailant response training on campus.
- ➔ **SEX OFFENDER REGISTRY:** Information about registered sex offenders enrolled, working, or volunteering at Colorado State University-Pueblo may be obtained from the Pueblo County Sheriff's Office at CSU-Pueblo in Administration 118 or (719) 549-2373. Additionally, information about registered sex offenders residing in Pueblo County is available at the Pueblo County Sheriff's Office Annex, 920 N. Main St., Pueblo, CO 81003 (719) 583-6400, or online at <https://sotar.us>. A list of registered sex offenders residing in the City of Pueblo can be found at the Pueblo Police Department's website, <http://police.pueblo.us/p2c/sexoffenders.aspx>. These lists include only those persons who have been required by law to register and who are in compliance with the sex offender registration laws.
- ➔ **OPERATION ID:** Allows students, faculty, or staff to register valuable items with the Pueblo County Sheriff's Office at Colorado State University-Pueblo. The Sheriff's Office will keep the record on file to be used for identification purposes should the items be stolen. Items can be registered by obtaining a form from the Campus Sheriff's Office or online at:

<https://www.csupueblo.edu/campus-safety/sheriffs-office/operation-id.html>

Additional information regarding crime prevention services can be found in the CSU-Pueblo Student Pack Guide at <https://www.csupueblo.edu/student-affairs/index.html>.

Colorado State Law Definitions

The Colorado criminal law definitions of sexual assault, domestic violence, and stalking may be different from some of the definitions used in University policies. Colorado criminal law does not define dating violence. Reproduced below are the relevant sections of the Colorado Criminal Code.

Consent – Colorado Revised Statute § 18-3-401

(1.5) “Consent” for sexual activity means cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act. A current or previous relationship shall not be sufficient to constitute consent. Submission under the influence of fear shall not constitute consent.

Sexual Assault – Colorado Revised Statute § 18-3-402

- (1) Any actor who knowingly inflicts sexual intrusion or sexual penetration on a victim commits sexual assault if:
- a) The actor causes submission of the victim by means of sufficient consequences reasonably calculated to cause submission against the victim’s will; or
 - b) The actor knows that the victim is incapable of appraising the nature of the victim's conduct; or
 - c) The actor knows that the victim submits erroneously, believing the actor to be the victim’s spouse; or
 - d) At the time of the commission of the act, the victim is less than fifteen years of age and the actor is at least four years older than the victim and is not the spouse of the victim; or
 - e) At the time of the commission of the act, the victim is at least fifteen years of age but less than seventeen years of age and the actor is at least ten years older than the victim and is not the spouse of the victim; or
 - f) The victim is in custody of law or detained in a hospital or other institution and the actor has supervisory or disciplinary authority over the victim and uses this position of authority to coerce the victim to submit, unless the act is incident to a lawful search; or
 - g) The actor, while purporting to offer a medical service, engages in treatment or examination of a victim for other than bona fide medical purposes or in a manner substantially inconsistent with reasonable medical practices; or
 - h) The victim is physically helpless and the actor knows the victim is physically helpless and the victim has not consented.

Unlawful Sexual Contact – Colorado Revised Statute § 18-3-404

- (1) Any actor who knowingly subjects a victim to any sexual contact commits unlawful sexual contact if:
- a) The actor knows that the victim does not consent; or
 - b) The actor knows that the victim is incapable of appraising the nature of the victim's conduct; or
 - c) The victim is physically helpless and the actor knows that the victim is physically helpless and the victim has not consented; or
 - d) The actor has substantially impaired the victim's power to appraise or control the victim's conduct by employing, without the victim's consent, any drug, intoxicant, or other means for the purpose of causing submission; or
 - e) Repealed.
 - f) The victim is in custody of law or detained in a hospital or other institution and the actor has supervisory or disciplinary authority over the victim and uses this position of authority, unless incident to a lawful search, to coerce the victim to submit; or
 - f) The actor engages in treatment or examination of a victim for other than bona fide medical purposes or in a manner substantially inconsistent with reasonable medical practices.
- (1.5) Any person who knowingly, with or without sexual contact, induces or coerces a child by any of the means set forth in section 18-3-402 to expose intimate parts or to engage in any sexual contact, intrusion, or penetration with another person, for the purpose of the actor's own sexual gratification, commits unlawful sexual contact. For the purposes of this subsection (1.5), the term "child" means any person under the age of eighteen years.

Domestic Violence – Colorado Revised Statute § 18-6-800.3 (1)-(2)

Domestic violence means an act or threatened act of violence upon a person with whom the actor is or has been involved in an intimate relationship. Intimate relationship means a relationship between spouses, former spouses, past or present unmarried couples, or persons who are both the parents of the same child regardless of whether the persons have been married or have lived together at any time. Domestic violence also includes any other crime against a person, or against property, including an animal, or any municipal ordinance violation against a person, or against property, including an animal, when used as a method of coercion, control, punishment, intimidation, or revenge directed against a person with whom the actor is or has been involved in an intimate relationship. (Note: in Colorado, “dating violence” is included with the broader definition of domestic violence).

Stalking – Colorado Revised Statute § 18-3-602 (1)(a)-(c)

A person commits stalking if directly, or indirectly through another person, the person knowingly: a) Makes a credible threat to another person and, in connection with the threat, repeatedly follows, approaches, contacts, or places under surveillance that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship; or b) Makes a credible threat to another person and, in connection with the threat, repeatedly makes any form of communication with that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship, regardless of whether a conversation ensues; or c) Repeatedly follows, approaches, contacts, places under surveillance, or makes any form of communication with another person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship in a manner that would cause a reasonable person to suffer serious emotional distress and does cause that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship to suffer serious emotional distress. For purposes of this paragraph (c), a victim need not show that he or she received professional treatment or counseling to show that he or she suffered serious emotional distress.

VAWA Definitions

Dating Violence is defined as violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of such a relationship shall be determined based on the reporting party's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship. For the purposes of this definition-

- Dating violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse.
- Dating violence does not include acts covered under the definition of domestic violence.

Domestic Violence is defined as a felony or misdemeanor crime of violence committed -

- By a current or former spouse or intimate partner of the victim;
- By a person with whom the victim shares a child in common;
- By a person who is cohabitating with, or has cohabitated with, the victim as a spouse or intimate partner;
- By a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred;
- By any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred

Stalking is defined as engaging in a course of conduct directed at a specific person that would cause a reasonable person to -

- Fear for the person's safety or the safety of others; or
- Suffer substantial emotional distress.
- For the purposes of this definition -
- Course of conduct means two or more acts, including, but not limited to, acts in which the stalker directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or property.

- Reasonable person means a reasonable person under similar circumstances and with similar identities to the victim.
- Substantial emotional distress means significant mental suffering or anguish that may, but does not necessarily require medical or other professional treatment or counseling.

Sexual Misconduct, Intimate Partner Violence (Domestic Violence and Dating Violence), & Stalking

CSU-Pueblo is committed to equal educational and employment opportunities, and to the elimination of all form of sexual misconduct, intimate partner violence (domestic violence and dating violence), and stalking. Furthermore, CSU-Pueblo is committed to maintaining respectful, safe, and nonthreatening educational, working, and living environments. CSU-Pueblo prohibits any conduct that constitutes sexual misconduct (including non-consensual sexual contact, non-consensual sexual intercourse, sexual exploitation, and sexual harassment), intimate partner violence (including dating violence and domestic violence), and stalking. As such, CSU-Pueblo prohibits the crimes of dating violence, domestic violence, sexual assault, and stalking.

Sexual Misconduct, Intimate Partner Violence, & Stalking Definitions

WHAT IS SEXUAL MISCONDUCT UNDER CSU-PUEBLO POLICY?

Sexual misconduct means non-consensual sexual contact, non-consensual sexual intercourse, sexual exploitation, or sexual harassment.

Non-Consensual Sexual Contact means either

intentional sexual contact or touching, however slight, by a Responding Party of a Reporting Party's Intimate Body Parts (or any materials such as clothing, covering the immediate area of the Intimate Body Parts) without the Reporting Party's Consent and/or by force; or

intentional sexual contact or touching, however slight, of a Reporting Party with a Responding Party's Intimate Body Parts (or any materials such as clothing, covering the immediate area of the Intimate Body Parts) without the Reporting Party's Consent and/or by force.

Non-Consensual Sexual Intercourse means either

oral copulation (mouth to genital contact or genital to mouth contact), no matter how slight the contact or penetration, without the Reporting Party's Consent and/or by force; or

penetration, no matter how slight, of a person's vagina or anus with any body part or object without the Reporting Party's Consent and/or by force.

Sexual Exploitation means conduct involving a Responding Party taking, or attempting to take, non-consensual or abusive sexual advantage of a Reporting Party when such conduct would not otherwise be defined as Non-Consensual Sexual Contact, Non-Consensual Sexual Intercourse, or Sexual Harassment

WHAT IS INTIMATE PARTNER VIOLENCE UNDER CSU-PUEBLO POLICY?

Intimate Partner Violence is either dating violence or domestic violence.

Dating violence means an act or threatened act of violence upon a Reporting Party by a Responding Party who has been in a social relationship of a romantic or intimate nature with the Reporting Party. This includes, but is not limited to, threats, sexual or physical abuse, property damage, and violence or threat of violence to one's self, animals, or to the family members of the romantic or intimate partner when used as a method of coercion, control, punishment, intimidation or revenge. Whether there was a romantic or intimate relationship will be gauged by the length of the relationship, the type of relationship, and frequency of interaction between the persons involved in the relationship. Dating Violence does not include acts covered under the definition of Domestic Violence.

Domestic violence means an act or threatened act of violence upon a Reporting Party with whom the Responding Party is or has been involved in an intimate relationship. This includes, but is not limited to, threats, sexual or physical abuse, property damage, and violence or threat of violence to one's self, animals, or to the family members of the romantic or intimate partner when used as a method of coercion, control, punishment, intimidation or revenge. For purposes of Domestic Violence, an "intimate relationship" means a relationship between spouses, former spouses, past or present unmarried couples, or persons who are both the parents of the same child regardless of whether the persons have been married or have lived together at any time.

WHAT IS STALKING UNDER CSU-PUEBLO POLICY?

Stalking means engaging in a course of conduct directed at a Reporting Party that would cause a reasonable person to fear for their safety or the safety of others; repeated conduct which reasonably and subjectively causes a Reporting Party to fear for their safety or the safety of another; or repeated conduct which causes a Reporting Party to alter their activities in response to the repeated conduct. Such conduct may include but is not limited to any of the following: following or approaching a Reporting Party, someone with whom that Reporting Party has or has had a continuing relationship, or a member of that Reporting Party's family or household; contacting a Reporting Party, someone with whom that Reporting Party has or has had a continuing relationship, or a member of that Reporting Party's family or household whether or not conversation ensues; and placing a Reporting Party, someone with whom that Reporting Party has or has had a continuing relationship, or a member of that Reporting Party's family or household under surveillance.

WHAT TO DO IF THIS HAS OCCURRED TO YOU?

A student or employee has multiple options for reporting an allegation of prohibited conduct to the University. It is an individual's choice whether or not to file a complaint with the appropriate law enforcement agency. Filing a complaint with law enforcement is not required in order for CSU-Pueblo to investigate a concern of sexual misconduct, intimate partner violence, or stalking. Furthermore, reporting a concern to law enforcement is not a prerequisite for receiving resources and reasonable accommodations through the University. The University can and will assist an individual with making a report to the appropriate law enforcement agency if they so choose.

To report allegations of sexual misconduct, intimate partner violence, or stalking, as well as allegations of discrimination, protected class harassment, and retaliation to CSU-Pueblo, an individual should contact the Office of Institutional Equity's Executive Director, who is also the University's Title IX Coordinator:

Josh Ernst, Executive Director
 Office of Institutional Equity
 Administration Building – Suite 304
 (719) 549-2210
josh.ernst@csupueblo.edu

If an individual wishes to report an allegation or concern to law enforcement, and the alleged incident occurred on the University's Pueblo Campus, the individual can report to the Pueblo County Sheriff's Office, at the following:

Pueblo County Sheriff's Office
Administration Building 118
(719) 549-2373 – non-emergency number

If an individual wishes to report an allegation or concern to law enforcement, and the alleged incident occurred off of the University's Pueblo campus but in the City of Pueblo, including the privately owned property surrounding the University's campus, the individual can report to the City of Pueblo Police Department at the following:

Pueblo Police Department
200 South Main Street
Pueblo, Colorado 81003
(719) 553-2538 – non-emergency number

If an individual wishes to report an allegation or concern to law enforcement, and the alleged incident occurred at the CSU-Pueblo Tower located in Colorado Springs, including the parking lot and building entrances, the individual can report to the El Paso County Sheriff's Office at the following:

El Paso County Sheriff's Office
(719) 520-7100 – non-emergency number

Contact information for law enforcement agencies in other jurisdictions where the University has physical operations can be found under the reporting tab on the Office of Institutional Equity's webpage at <https://www.csupueblo.edu/institutional-equity/>.

It is important to preserve evidence if a student or employee has been a victim of any of these crimes. The preservation of evidence will help prove the crime occurred and also may help obtain a restraining order from the Courts, if necessary. The student or employee should preserve any text messages, pictures, voice messages, call logs, clothing, or other items that may have been involved in the crimes. If they have text messages or electronic communications, they should take a "screen capture" or print out a copy of the electronic evidence in case the device becomes damaged or destroyed. When saving text messages or any electronic communications, they should remember to save it in a format that shows the timestamp for the communication. All items should be given to law enforcement.

An individual who wishes to make a report to law enforcement regarding an alleged sexual assault may ask to have a forensic examination by a trained medical professional, such as a Sexual Assault Nurse Examiner ("SANE") for the purposes of preserving evidence. It is important for the preservation of evidence for a person to refrain from showering, washing clothes or placing them in a plastic bag, or otherwise altering their physical state until after they have contacted law enforcement or had an exam.

Colorado law allows for an individual to undergo a forensic exam without any identifying information being turned over to law enforcement.

If a student or employee contacts the Pueblo Rape Crisis Center, the Center also will assist with reporting the crime. The Pueblo Rape Crisis Center, (719)549-0549, will provide an advocate to accompany the student or employee to the hospital and also will inform them of additional resources. The Rape Crisis Center operates a 24-hour hotline for services. A Community Organization for Victim Assistance (ACOVA), (719)583-6250, can also provide an advocate to assist an individual with reporting an allegation to law enforcement or accompanying the individual to the hospital for a forensic exam. Parkview Medical Center, 400 W. 16th St., Pueblo, CO 81003, provides Sexual Assault Nurse Examiners (SANE) who can conduct the appropriate and necessary examination to preserve evidence and provide medical assistance.

WHAT THE UNIVERSITY WILL DO?

Upon receiving a report of sexual misconduct, intimate partner violence and stalking, the University will forward that report to the University's Title IX Coordinator, who is the Executive Director of the Office of Institutional Equity. The Title IX Coordinator will provide the student or employee with written information regarding resources within the University and the community in the event that they are an alleged victim of sexual misconduct, intimate partner violence, or stalking. The University will provide the student or employee with written notification regarding student counseling services, employee assistance programs, health services, mental health services, victim advocacy, and legal-aid services. The University also will provide the student or employee with written notification of where to obtain assistance with visa and immigration issues and student financial aid. A list of these resources can be found below. The Pueblo County Sheriff's Office can provide transportation, if needed, and an advocate from the University, the community, or another support person, can accompany victims to the hospital and remain throughout any exam.

The University will provide a victim written notification about options for and available assistance in and how to request changes to their academic, living, transportation and working situations. The Title IX Coordinator will coordinate the provision of these accommodations upon request, and requests should generally be directed to the Title IX Coordinator. The University also will provide information on how to obtain a protective order through the courts. University Officials may issue an administrative no-contact order, enforceable via the Student Code of Conduct. Accommodations requested and protective measures will be provided to the alleged victim regardless of whether they report the incident to law enforcement. Students interested in an administrative no-contact order should contact the Title IX Coordinator.

Also, the University will abide by the terms of a validly issued protection order. ACOVA (whose contact information is below) can assist you with requesting a protection order through the county courts. Information on protection orders and ACOVA's protection order clinic is also available on ACOVA's website at http://acovapueblo.org/Protection_Order_Clinic.html.

Important Tips to Preserve Evidence



Hospital staff can collect evidence, check for injuries, and address the possibility of exposure to sexually-transmitted infections. If clothing has been changed since the assault, the clothing worn at the time of the assault should be brought to the hospital in a clean, sanitary container such as a clean paper grocery bag or wrapped in a clean sheet (plastic containers do not breathe and may render evidence useless). Otherwise, a change of clothing should be brought to the hospital, as the clothing being worn may be kept as evidence. The area where the assault occurred should remain undisturbed—leave all sheets, towels, etc. that may bear evidence for law enforcement to collect.

The private nature of information provided to the Office of Institutional Equity and the University regarding an allegation of sexual misconduct, intimate partner violence, or stalking will be accorded the utmost respect. Identifiable information is not shared except to investigate or resolve an allegation of prohibited conduct, in order to comply with the law, or to the extent necessary to provide accommodations or interim measures. Accommodations or interim measures related to living arrangements, class modifications, employment duties, and other situations will be discussed only with necessary personnel at the University and with the goal of keeping the information as private as possible given the circumstances.

The University has federal reporting obligations under the Clery Act, including the obligation to provide, publicly, statistics or timely warnings regarding certain reported crimes. The University will not include a Reporting Party's name or other identifying information in publicly available reports or timely warnings, as proscribed by the Clery Act.

The University recognizes that an individual may wish to further maintain their privacy beyond the scope described above. As such, the Executive Director of the Office of Institutional Equity, in their capacity as the Title IX Coordinator, or designee, will respectfully consider all requests by an alleged victim: that their identifying information not be shared with the other party; that the alleged prohibited conduct not be investigated by the University; or to otherwise not participate in an investigation by the University. The University also recognizes that it has an obligation to provide a safe environment for all University Members, free from sexual misconduct, intimate partner violence, and stalking. A request for additional privacy may severely limit the University's ability to provide a safe environment free from prohibited conduct, investigate the allegations, and pursue disciplinary action against an individual, if warranted. Therefore, there may be circumstances in which the University cannot honor a request for further privacy in light of the University's obligation to provide a safe and non-discriminatory environment for all University Community Members.

Important Numbers to Report and/or Receive Services Related to Sexual Assault, Intimate Partner Violence and Stalking

Emergency

911

On-Campus Services

Pueblo County Sheriff's Office	(719) 549-2373
CSU-Pueblo Title IX Coordinator	(719) 549-2210
University Student Counseling Center	(719) 549-2838
University Student Health Center	(719) 549-2830
Student Financial Aid Office	(719) 549-2753

Off-Campus Services

Pueblo Police Department	(719) 553-2502
El Paso County Sheriff's Office	(719) 520-7100
Pueblo Rape Crisis Center	(719) 549-0549
Parkview Medical Center	(719) 584-4400
National Sexual Assault Hotline	(800) 656-4673
ACOVA	(719) 583-6250
Colorado Legal Services	(719) 545-6708
YWCA- Pueblo	(719) 542-6904

Disciplinary Action Procedures for Sexual Misconduct, Intimate Partner Violence (Dating Violence and Domestic Violence), & Stalking

The University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation expressly prohibits any conduct that constitutes Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, and Retaliation. A student or employee alleged to have engaged in prohibited conduct may be subject to investigation and discipline for their conduct.

During any process defined under University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation or its Procedures, both the Reporting Party and the Responding Party has the following rights.

- (A) The right to have a support person or advisor of their choice accompany them during any stage of the process.
 - (1) The support person or advisor may not be permitted to ask or answer questions, or otherwise speak or advocate on behalf of the party.
 - (2) The support person or advisor may be asked to leave any meeting if the support person or advisor becomes disruptive or otherwise substantially interferes with the process.
 - (3) The support person or advisor may be an attorney, family member, faculty or staff member, a trusted friend, or anyone else the party chooses.
 - (4) The support person or advisor should not be a person who may reasonably be called as a witness as part of an investigation. A support person or advisor who is also a witness may be asked to leave a meeting during which substantive information regarding the conduct alleged to have violated the Policy are being discussed.

- (B) The right to participate or decline to participate in the process. However, even if a party declines to participate, the University may, in some instances, continue to investigate the matter and issue an investigative report and discipline, if warranted, based on available information.
- (C) The right to consult at any time with any other resources.
- (D) The right to request support services, assistance, accommodations, and Interim Measures.
- (E) The right to reasonable updates regarding the status of the resolution process.
- (F) The right not to have their irrelevant past sexual history discussed during the process.

The University's disciplinary procedure for resolving alleged violations of the Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation involve two main phases, as outlined below. The first phase involves the investigation and determination if a violation of the policy occurred. The second phase involves the determination of disciplinary action if a violation was found to have occurred. All allegations of a violation of the Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation must be proven by a preponderance of the evidence. This means that in the judgment of the individual or institutional body responsible for determining if a violation occurred, it is more likely than not that a violation of the Policy occurred.

I. **Formal Investigation/Resolution**

(A) **Initiation of a Formal Investigation**

- (1) Upon the direction of the Executive Director of OIE, or designee, OIE will undertake a prompt and equitable formal investigation of an alleged violation of the Policy.
- (2) OIE will advise the Reporting Party, in writing, that the University is initiating an investigation into their complaint. This notice will include, at a minimum:
 - (a) a copy, or link to an electronic copy, of the Policy and these Procedures;
 - (b) the identity of the Responding Party;
 - (c) the identity of the investigator assigned to investigate the matter;
 - (d) the factual description which serves as the basis for the investigation into the alleged violation of the Policy;
 - (e) the provision(s) of the Policy alleged to have been violated, including the definition of the prohibited conduct alleged to have occurred; and
 - (f) a recitation of the Reporting Party's rights under these Procedures.

(B) **Notice of Investigation**

- (1) Within fourteen (14) days of initiating a formal investigation under these Procedures, OIE will provide, to the Responding Party, a written notice of investigation. This notice will include, at a minimum:
 - (a) a copy, or link to an electronic copy, of the Policy and these Procedures;
 - (b) the identity of the Reporting Party;
 - (c) the identity of the investigator assigned to investigate the matter;
 - (d) the factual description which serves as the basis for the investigation into the alleged violation of the Policy;
 - (e) the provision(s) of the Policy alleged to have been violated, including the definition of the prohibited conduct alleged to have occurred;

- (f) a recitation of the Reporting Party's rights under these Procedures;
 - (g) a request for the Responding Party to contact investigator within three (3) days to schedule a meeting to discuss the allegations against them; and
 - (h) a statement that if the Responding Party does not contact the investigator in a timely manner to schedule a meeting, schedules a meeting but does not attend the meeting, or elects not to participate in the formal investigation, OIE may complete its formal investigation based on the otherwise available information.
- (2) This notice of investigation may be sent to the Responding Party via their University e-mail account, permanent addresses appearing in the University's records, an address appearing in a police report, or hand delivery. The notice is considered delivered on the date hand-delivered or sent via e-mail. Notices sent via the United States Postal Service or other carrier will be considered delivered two days after the notice was deposited with the carrier.
- (3) A copy of this notice may also be sent to the following individuals.
- (a) If the Responding Party is faculty or staff, a copy of the written notice may also be provided to:
 - (i) the Vice President for the Responding Party's division or the Provost; (ii) the Director of Human Resources; and (iii) other appropriate people.
 - (b) If the Responding Party is a student, a copy of the written notice may be sent to: (i) the Director of Student Conduct & Case Management; and (ii) other appropriate people.
 - (c) If the Responding Party is a Contractor, Guest, Volunteer, etc., a copy of the written notice may be sent to any appropriate people, including the entity responsible for the relationship between the Reporting Party and the University.

(C) Investigatory Process & Information Collection

- (1) Unless either party indicates an unwillingness to participate in the formal investigatory process, OIE will separately interview the Reporting Party and the Responding Party.
- (2) Individuals will be provided at least forty-eight (48) hours written notice of any interview or other meeting where their presence is requested. An individual may waive this advance notice by agreeing to attend an interview or other meeting with less than forty-eight (48) hours advance notice.
- (3) It is within OIE's discretion to interview a Reporting Party, Responding Party, or any witness multiple times.
- (4) Within five days of being interviewed by OIE, the Reporting Party or the Responding Party may supplement their oral statements with a written statement provided to the investigator.
- (5) Subsequent to being interviewed by OIE, the Reporting Party, Responding Party, and any witnesses will be provided with a written summary of the information they provided during their interview.
- (6) A Reporting Party, Responding Party, and any witnesses interviewed by OIE may provide OIE with evidence, documentary or otherwise, that the person deems relevant to the investigation.

(D) Information Review

- (1) Upon the conclusion of the investigatory process outlined in Section 1.01(C), the Reporting Party and the Responding Party will be given the opportunity to review: (a) an overview of the investigation undertaken; and (b) a written summary of all of the available evidence, information, and statements to be considered as part of the investigatory report.
- (2) OIE will provide simultaneous written notice to the Reporting Party and the Responding Party that this information is available for review.
- (3) This information will be available for review for at least three (3) days.

- (4) This information will be reviewed in person and under the supervision of an OIE representative.
- (5) No information reviewed may be removed from the location where the review occurs.
- (6) No photocopies, photographs, or other reproductions of the information may be made; however notes may be taken freely.
- (7) The Reporting Party and the Responding Party will have at least two (2) days after reviewing this information to provide written comments to the investigator regarding the information reviewed. These written comments may include, but are not limited to, additional information for consideration and questions for the other party or witnesses.
- (8) After the parties have had an opportunity to exercise their right to review and comment, the investigator will either prepare an investigative report or reopen the investigation for the limited purpose of addressing any new material evidence or questions posed as part of the parties' right to review and comment.
- (9) In the event that the investigator reopens the investigation for limited purposes, the parties will be afforded a second opportunity to exercise their rights under this Section 1.01(D). Notwithstanding the foregoing, the parties may not abuse their rights under this Section 1.01(D) in order to unreasonably delay the formal investigation/resolution process.

(E) Investigative Report

- (1) After the Reporting Party and Responding Party have had the opportunity to exercise their rights under Section 1.01(D), the investigators will prepare a written investigative report.
- (2) Each investigative report will contain, at a minimum:
 - (a) an overview of the investigation undertaken;
 - (b) a summary of all of the available evidence, information, and statements to be considered;
 - (c) findings of fact based on the available evidence and testimony;
 - (d) a conclusion as to whether or not a violation of the Policy occurred, or if insufficient evidence exists to make such a conclusion;
 - (e) the rationale and analysis in support of the findings of fact and conclusion; and
 - (f) recommended sanctions to eliminate the prohibited conduct, prevent its recurrence, and remedy its effects.
- (3) If the Responding Party is a student, any findings of fact and conclusions contained within the investigative report will be recommended findings of fact and recommended conclusions.
- (4) A copy of the investigator's final investigative report will be provided to either the Director of Student Conduct and Community Standards (if the Responding Party is a student) or the Responding Party's supervisor and appointing authority (if the Responding Party is an employee).
- (5) The Reporting Party and Responding Party may make arrangements with OIE to review a copy of the final investigative report.

(F) Notification of Outcome

OIE will advise the Reporting Party and Responding Party simultaneously in writing of the result or outcome of the formal investigation, including the rationale for the result or outcome. This written notice will also include, at a minimum a description of the next steps in the formal resolution process, including appeal rights available at that time, if any.

(G) Disciplinary Processes & Sanctioning

(1) Generally

- (a) The disciplinary authority shall be responsible for implementing any sanctions or otherwise ensuring any discipline or sanctions are implemented.
- (b) Under no circumstances is mediation an appropriate means of determining a sanction or discipline when an individual is found to have engaged in Sexual Misconduct, as defined by the Policy.
- (c) Even if a Responding Party is found not to have violated the Policy, the University may direct in writing that the Reporting Party, in the Reporting Party's role as a University Community Member, cease behavior that, if continued or accumulated, would constitute a conduct prohibited by the Policy.
- (d) Upon determining the appropriate discipline or sanction, the disciplinary authority will simultaneously inform the Reporting Party, Responding Party, and Executive Director of OIE, or designee, in writing of the terms and conditions of the sanction or discipline to be imposed, and the rationale for that decision.
- (e) The Reporting Party and Responding Party must be afforded equitable rights, to the extent either has any rights, under any process used to determine an appropriate sanction or discipline.

(2) If Reporting Party is a student

(a) Potential Sanctions/Discipline

(i) Loss of Privileges

A limitation is placed upon selected privileges for a specific period of time. Loss of privileges may include, but may not be limited to, denial of the right to represent the University, a denial of the use of University facilities or access to areas of campus, or denial from participation in co-curricular activities.

(ii) No Contact Orders

A no contact order is a directive from the University to an individual instructing that individual to refrain from any intentional contact, direct or indirect, with one or more designated persons or group(s) through any means, including personal contact, electronic, telephone, or third parties. All individuals issued a no contact order are held responsible for following the directive. Violating a no contact order can result in disciplinary action pursuant to the generally applicable University policies and procedures.

(iii) Community Service/Activity

Requirement that services be offered for a specified period to an appropriate non-profit community agency and/or to a University office.

(iv) Educational Assignment

A Responding Party is required to complete a specified educational assignment related to the violation committed. Such educational assignments may include completion of a workshop or seminar, class, report, paper, project, writing a letter of apology, seeking academic counseling or substance abuse screening, alcohol or drug program and/or consultation, counseling consultation, psychological or psychiatric evaluation. It may also be a requirement to sponsor or assist with a program for others on campus to aid them in learning about a specific topic or issue related to the violation for which the Responding Party was found responsible.

(v) Educational Fund Payment

Reasonable fees may be imposed.

(vi) Residence Hall Transfer or Removal

A Responding Party is required to transfer residence halls or leave the residence halls for a specified or indefinite period of time.

(vii) Restitution

Reimbursement for damage or loss of property or expenses of others as a result of the violation of the Policy.

(viii) Coach Referral

A Responding Party's coach will be notified of the violation if a Responding Party is a student athlete. Additional discipline may be taken by the Responding Party's coach with respect to the Responding Party pursuant to Athletics Department policy and procedures.

(ix) Warning

A warning is given to notify a Responding Party that past behavior has been inconsistent with the expectations of the University. A warning has no immediate effect upon a Responding Party's standing at the University. However, once given a warning, a Responding Party should expect more serious sanctions to result from any subsequent violations.

(x) Probation

Probation serves to notify a Responding Party that further transgressions must be avoided for a finite and specified period in order for the Responding Party to remain a part of the University community. During a Responding Party's probationary period, that Responding Party is not in good disciplinary standing with the University. Any further violations of University policy, including the Code of Student Conduct, while on probation may result in a Responding Party's suspension or dismissal from the University.

(xi) Deferred Suspension

During a deferred suspension the Responding Party will be suspended from the University, but the suspension will be deferred, meaning that the Responding Party may continue to attend classes. However, the suspension will be automatically enforced if the Responding Party fails to complete any assigned sanctions by the deadline and/or for any subsequent violations of the Code of Student Conduct. If the Responding Party is found responsible for any subsequent violations of University policy, including this Policy or the Code of Student Conduct, the Responding Party will be automatically suspended from the University in addition to the other sanctions imposed for the subsequent violation. During a Responding Party's deferred suspension period, that Responding Party is not in good disciplinary standing with the University.

(xii) Suspension

A Responding Party who has been suspended from the University may not participate in any University activities, academic or otherwise, for a specific period, and may be restricted from University premises. This sanction will be noted as a "Suspension" on the Responding Party's official academic transcript and the Responding Party will be withdrawn from all courses. A suspended Responding Party who wishes to re-enroll must apply for re-entry to the University and must also petition the Director of Student Conduct, who shall determine whether any and all requirements for readmission have been satisfactorily completed.

(xiii) Expulsion

Expulsion is permanent separation and removal from the University. A Responding Party who has been expelled from the University is permanently prohibited from participating in any University activities, academic or otherwise, and will be restricted from all University premises and activities. This sanction will be noted as "Expelled" on the Responding Party's official academic transcript and the Responding Party will be withdrawn from all courses.

(b) Disciplinary Procedures

- (i) Upon receipt of an investigative report from OIE, the Director of Student Conduct will appoint a trained Conduct Officer, who may be the Director of Student Conduct, to consider the materials within the investigative report.

- (ii) The Conduct Officer will review the investigative report, and if they believe additional investigation is necessary, may request the investigator reopen the investigation for a limited purpose. This request must be made in writing to the investigator and state the rationale for the request. Within two (2) business days of the request, the investigator will respond in writing to the Conduct Officer either informing the Conduct Officer that the request is granted or denied, and the rationale for that decision. If the investigation is reopened, the Executive Director of OIE, or designee, will advise the Reporting Party and the Responding Party that the investigation will be reopened and the limited basis for which the investigation is reopened. Reopening the investigation for the limited basis at the request of the Conduct Officer will trigger the rights of Section 1.01(D).
- (iii) The Conduct Officer will request to meet with both the Reporting Party and Responding Party separately and independently of the other. The purposes of these meetings is not to receive additional material evidence or engage in further investigation into the allegations. Rather, the purpose of these meetings is for the parties to have an opportunity to address the investigative report with the Conduct Officer prior to a decision being made as to whether or not a violation of the Policy occurred. Although the parties may not present new evidence to the Conduct Officer, they may provide an impact or mitigation statement or discuss why the evidence does or does not support their allegations, the recommended findings, or recommended conclusion.
- (iv) After the Conduct Officer has met with both parties, or afforded the parties the opportunity to meet, the Conduct Officer will issue a written determination as to whether or not a violation of the Policy occurred. The Conduct Officer is not required to accept the recommended findings and conclusions of the investigator, but should give deference to them. The written determination must also include the rationale for the Conduct Officer's decision. Furthermore, the written determination must include notice of the disciplinary action, if any, to be taken against the Responding Party and a statement of the parties appeal rights. A copy of this written determination should be simultaneously communicated to the Reporting Party and Responding Party, as well as the Executive Director of OIE.

(3) If Responding Party is faculty or staff

(a) Potential Disciplinary Sanctions

- (i) **Written Reprimand**
Written documentation of a failure to abide by University policy or procedures maintained in the employee's personnel file.
- (ii) **Educational Programs**
Participation in educational programs, such as training, workshops, seminars, or other educational activities.
- (iii) **Revocation of Privileges**
Revocation of University privileges, such as participation in extra-curricular, service, or volunteer activities, for a definite or indefinite period of time.
- (iv) **Campus Restrictions**
Limitations on the times and/or places where a Responding Party may be present on campus.
- (v) **No Contact Orders**
Prohibition on all forms of contact with certain people.
- (vi) **Suspension**
Exclusion from work, with or without pay, and other related activities as set forth for a definite period of time.
- (vii) **Termination**
Permanent separation of the employment relationship.

(b) Disciplinary Procedures – Generally

- (i) The appointing/disciplinary authority may initiate formal action against a Responding Party if they were found to have violated the Policy pursuant to the generally applicable disciplinary procedures. The specific procedures for disciplining a Responding Party who is an employee will be determined based upon the generally applicable disciplinary procedures for the Responding Party's employee group (e.g. faculty, classified staff, administrative-professional staff, etc.).
- (ii) The appointing/disciplinary authority may have access to the investigative records and may consult with the investigator or Executive Director of OIE in order to take appropriate action.
- (iii) The appointing/disciplinary authority shall simultaneously notify the Reporting Party, Responding Party, and Executive Director of OIE of any sanctions imposed and any other steps taken by the University to remedy the effects of the prohibited conduct, address its effects, and prevent its reoccurrence.

(c) Disciplinary Procedures – Faculty

Faculty members are subject to disciplinary action pursuant to the Faculty Handbook, found at <https://www.csupueblo.edu/faculty-senate/faculty-handbook.html>.

(d) Disciplinary Procedures – Administrative/Professional Staff

Administrative/Professional staff have no right to progressive discipline or a formal disciplinary process. As such, they may be disciplined or terminated by the appointing authority as deemed appropriate.

(e) Disciplinary Procedures – Classified Staff

Classified staff are subject to disciplinary action pursuant to State of Colorado State Personnel Board rule 6, found at: <https://www.colorado.gov/dhr/EmployeeHandbook>.

(4) If Responding Party is a guest, contractor, etc.**(a) Potential Disciplinary Sanctions**

- (i) Trespass Warning**
Notice that future visits to campus may result in a criminal charge of trespassing.
- (ii) Campus Restrictions**
Limitations on the times and/or places where a Respondent may be present on campus.
- (iii) No Contact Orders**
Prohibition on all forms of contact with certain people while on campus.
- (iv) Relationship Termination**
Termination of the relationship (e.g. contractual, volunteer, sponsorship, athletic booster, donor, etc.) between the Respondent and the University.

(b) Disciplinary Procedures

- (i) The nature of determining sanctions or discipline against a contractor, guest, etc. will vary depending upon the nature of the relationship between the third party and the University.
- (ii) Regardless of the manner in which disciplinary sanctions are determined, the Reporting Party and Executive Director of OIE must be notified of the sanctions imposed by the entity responsible for imposing the same.

(5) Additional Remedies, Interventions, and Accommodations

- (a) Regardless of the nature of the Responding Party's relationship with the University, or any disciplinary actions taken against a Responding Party, additional remedies, interventions, and accommodations may be available to a Reporting Party, including a Third Party Reporting Party, or a University Community Member, either individually or collectively.
- (b) The Executive Director of OIE, or designee, will coordinate additional remedies, interventions, and accommodations, if any.
- (c) Additional remedies, interventions, and accommodations, if any, will be determined on a case-by-case basis.
- (d) Possible additional remedies, interventions, and accommodations include, but are not limited to, the following:
 - (i) Residential reassignments;
 - (ii) Changes to academic assignments;
 - (iii) Physical or mental health related accommodations;
 - (iv) Counseling;
 - (v) Referral to a University unit, other than OIE, for additional consideration;
 - (vi) Evaluation of policies or procedures;
 - (vii) Educational programs or forums.

II. Timelines

- (A) OIE endeavors to complete a formal investigation/resolution process under these Procedures within sixty (60) days of initiation of the formal investigation. However, all timelines expressed in these Procedures are meant to be guidelines and not rigid requirements.
- (B) Factors that may affect the length of time necessary to completely resolve an alleged violation of the Policy through a formal investigation include, but are not limited to: the complexity of the allegations; the availability of the Reporting Party, the Responding Party, witnesses, and evidence; the effect of concurrent criminal investigations; intervening closures of University; the necessity to afford the Responding Party due process; and any other unforeseeable circumstances
- (C) The Reporting Party and the Responding Party each have an obligation to meet deadlines as requested by OIE. OIE will only grant extensions of time for good cause shown.
- (D) In the event a University unit or employee determines it requires additional time beyond the time frames set forth in these Procedures to fully and properly carry out its responsibilities under these Procedures, it will provide simultaneous written notice to the Reporting Party, the Responding Party, and the Executive Director of OIE, or designee, notifying them of the anticipated length of the delay and the general nature of the circumstances causing the delay.

III. Final Notifications

For matters addressed through formal investigation and resolution, upon exhaustion of all appeals, or if no appeals are filed in a timely manner, the Executive Director of OIE, or designee, shall provide simultaneous written notice to the Reporting Party and Responding Party that the results of the formal investigation and resolution process are final.

Educational Programs for Sexual Assault, Intimate Partner Violence (Dating Violence, Domestic Violence) & Stalking Awareness

The Office of Institutional Equity, in conjunction with its campus and community partners, offers a variety of training and educational programs throughout the year to students, faculty, and staff regarding topics such, but not limited to a description of the conduct prohibited by the University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation; the procedures used to address and resolve alleged violations of the University's Policy on Discrimination, Protected Class Harassment, Sexual Misconduct, Intimate Partner Violence, Stalking, & Retaliation; the definitions of dating violence, domestic violence, sexual assault, stalking, and consent (in relation to sex-based offenses) under Colorado criminal law; descriptions of safe and positive options for bystander intervention; and information on risk reduction.

As part of new student orientation, all incoming students (either first year or transfers), are required to participate in online orientation. This online orientation includes a recorded video of the University's Title IX Coordinator discussing the above topics, as well as providing an overview of the Office of Institutional Equity. Furthermore, all incoming students are required to complete the online program *Sexual Assault Prevention for Undergraduates*. In addition to the topics discussed above, the two part *Sexual Assault Prevention for Undergraduates* program, developed by EVERFI, addresses other related topics such as healthy relationships.

In addition to the online training new student athletes receive as part of their orientation to campus, the Office of Institutional Equity also provides in-person training to all student athletes regarding the University's policies and procedures, prohibited conduct, bystander intervention, and risk reduction. These interactive presentations also address topics such as healthy masculinity and challenge student athletes to question their perceptions around sexual misconduct, intimate partner violence, and stalking.

All faculty and staff, including student employees, are required to complete annual training (on-line) on sexual misconduct, intimate partner violence, and stalking. This training includes information regarding how to respond when a student reports an allegation of prohibited conduct, as well as recognizing prohibited conduct when it presents itself. This training reaffirms their responsibility to report allegations of misconduct, as well as the importance of maintaining the private nature of allegations. Certain employees, including, but not limited to, coaches, athletics personnel, residence life professional staff, and residence life paraprofessional staff receive additional, focused training regarding issues related to sexual misconduct, intimate partner violence, and stalking that are unique or germane to their roles on campus. Furthermore, the Office of Institutional Equity, upon request, will provide targeted in person training to administrative and academic units.

During the academic year, the Pueblo Rape Crisis Center comes to campus and provides information to the campus community regarding their services, sexual assault, and the power dynamics often underlying sexual assault.

Throughout the year, educational programs on preventing and responding to sexual assault, intimate partner violence, staking and healthy relationships are presented in the residence halls, and educational programs and information tables are available throughout the year in various campus locations. Similarly, bystander intervention training is provided throughout the year in varied formats. Topics include general information and definitions, scenarios, questions, action steps, and available resources. Students are provided with examples of when and how to intervene in various situations.

In addition to specific trainings, sexual assault, intimate partner violence, stalking, and healthy relationships awareness information brochures are made available to all students, staff and faculty. The brochures identify services and resources available and provide contact information for reporting a sexual assault. Similarly, all residence hall rooms were provided, before the start of the academic year, a refrigerator magnet with information regarding how to report allegations of sexual misconduct, intimate partner violence, and stalking. This information is also available on OIE's website.



Alcohol and Other Drug Policy

PURPOSE

CSU-Pueblo recognizes the dangers, effects and consequences that alcohol and other drugs have on the success of students. Health Education and Promotion (HEP) believes that student health and safety is a fundamental step in developing and sustaining an environment that enhances academic and student success.

CSU-Pueblo students, student organizations, Greek organizations, athletic teams, club sports teams, and their visitors must comply with all local, state, and federal laws concerning alcohol and other drugs.

CSU-Pueblo will not tolerate the excessive, inappropriate, or illegal use or abuse of alcohol or other drugs on or off campus property. CSU-Pueblo adjudicates off-campus cases that are judged to impact the University's educational mission and/or the health and safety of members of the community.

POLICY APPLIES TO (Persons affected by):

All Students

EXEMPTIONS:

Under certain circumstances, registered student organizations or university-sponsored functions, may be granted an exemption from the alcohol-free event policy

DEFINITIONS:

Alcohol- any substance which is or contains ethyl alcohol that is designed for the purpose of human consumption

AOD- alcohol and/or other drug is referred to by this acronym

BAC- blood alcohol content is referred to by this acronym. BAC is the percentage of alcohol in the bloodstream: under the laws of most states, a BAC of 0.08 is the legal definition of intoxication.

Binge Drinking- is a pattern of drinking that brings blood alcohol concentration (BAC) levels to 0.08 g/dL. This typically occurs after 4 drinks for women and 5 drinks for men—in about 2 hours.

Cannabis- a tall plant with a stiff upright stem, divided serrated leaves, and glandular hairs. It is used to produce hemp fiber and as a psychotropic drug. Can cause short-term effects such as slow reflexes; increase in forgetfulness; alters judgment of space and distance; aggravate pre-existing heart and/or mental health problems; long-term health effects include permanent damage to lungs, reproductive organs and brain function; can interfere with physical, psychological, social development of young users.

Illicit Substances- Please refer to: <https://www.deadiversion.usdoj.gov/schedules/> for a complete list of all scheduled controlled substances.

Medical Amnesty- An exception or pardon from disciplinary sanctions when a student calls for medical help for themselves and/or others.

Medicinal- refers to the medical use of cannabis or to medical cannabis dispensaries.

Possession- is an act where a student has or holds any amount of an alcoholic beverage anywhere on his or her person

Smoking- means inhaling, exhaling, burning, or carrying any lighted or heated cigar, cigarette, pipe, e-cigarette, water pipe, or device used to inhale substances other than prescribed medications.

Standard Drink-

- One 12 oz. beer containing 5% alcohol
- One 5 oz. glass of wine containing 12% alcohol
- One 1.5 oz. shot of liquor containing 40% alcohol

Tetrahydrocannabinol (THC)- is the main cannabinoid found in the cannabis plant and is responsible for the majority of the plant's psychoactive properties.

Tobacco Products- means all forms of tobacco and imitation tobacco products, including but not limited to cigarettes, cigars, pipes, water pipes (hookah), electronic/e-cigarettes, vape pens and smokeless or "spit" tobacco, and specific nicotine products.

POLICY STATEMENT:

Alcohol

Underage Possession or Consumption

If you are under age 21, you cannot purchase, possess, or consume alcohol.

Providing Alcohol to Minors

No student, regardless of age, shall provide alcohol to anyone under age 21.

Public Intoxication

Being intoxicated by alcohol in a public space and being a danger to yourself or others is prohibited.

Severe Intoxication

Being intoxicated by alcohol to a level that requires, or appears to require, medical attention or supervision by others, is prohibited.

Drinking Games

Possession or use of drinking devices that dispense alcohol, such as funnels, luges, keg taps, etc. is prohibited. The promotion, possession, or playing of alcohol drinking games that encourages binge drinking is prohibited.

Drinking Paraphernalia

Possession of empty or full alcohol containers that include but are not limited to: shot glasses, wine bottles, beer cans, wine glasses, etc. is prohibited.

Alcohol in University Housing

Possession and consumption of alcohol for Residential Students is further detailed in the *Residence Life and Housing Handbook*. Please refer to this handbook for University Housing specific alcohol policies.

Irresponsible Serving of Alcohol

Students must practice responsible serving procedures. Irresponsible serving procedures include but are not limited to: providing alcohol to intoxicated individuals, providing alcohol to minors, allowing such individuals to drive, or creating environments for binge drinking.

Driving While Ability Impaired or Driving Under the Influence

Students are required to follow the laws of the State of Colorado regarding alcohol and/or drugs and driving. Students receiving citations for DWAI or DUI may also be sanctioned by the University.

Marijuana

Possession, Use, or Sale of Marijuana

Pursuant to Federal law, possession, use, or sale of marijuana in any form (flower, wax, oil, edibles, etc.) is prohibited on campus. Marijuana possession, use or sale is also prohibited at University sponsored events, even if held off-campus.

Medical Marijuana

Students and guests who have been issued a Medical Marijuana Identification Card by the State of Colorado, or have a license from another state, may NOT possess, use, or sell marijuana on University property, including in University housing areas. Medical Marijuana possession, use or sale is also prohibited at University sponsored events, even if held off-campus.

Advertisement and Promotion

Marijuana industry promotions, advertising, marketing, and distribution are prohibited on any campus-owned or campus-leased grounds/facilities.

Smoking Paraphernalia

Possession of used or unused marijuana paraphernalia that includes but is not limited to: pipes, water pipes, bongs, vaporizers, blunts/wrappers/papers, etc. is prohibited.

**This policy is in accordance with the Controlled Substances Act and the Drug-Free Schools and Communities Act

Tobacco

Tobacco and Vape Free Campus

Tobacco use and smoking to include, cigarettes, e-cigarettes, vape pens, and chewing tobacco is prohibited in all campus buildings and on all campus grounds whether the property is owned or leased by CSU-Pueblo, and in all campus-owned vehicles. Please refer to the University's *Smoking and Tobacco Policy* for more information.

Illicit Drugs

Possession, Use, or Sale of Illicit Substances

Possession, use, or sale of illicit substances is prohibited. Illicit substances include scheduled amphetamines, anabolic steroids, cocaine, hallucinogens, heroin, inhalants, marijuana, methamphetamines, tranquilizers, etc.

Prescription Medication

Students or guests who have been prescribed medications (including scheduled drugs) may only use those medications as prescribed by their treating physician. Any other use or unauthorized sale is prohibited. All prescription medication must remain in the original labeled packaging to the individual that it was prescribed to. Possession or use of prescription medication that has not been prescribed by the student's treating physician is prohibited.

Medical Amnesty

CSU-Pueblo encourages all students to call for help when any sign of alcohol poisoning or drug overdose is observed. Students who call for help to assist a friend or themselves may be eligible for medical amnesty. Students who are provided medical amnesty shall not be subject to disciplinary sanctions; however, educational sanctions may be applied. Receipt of medical amnesty is at the discretion of the Director of Student Conduct.

Failure to Respond to an Alcohol or Drug-Related Emergency: Students who fail to call for medical assistance in an alcohol or drug-related emergency may be subject to disciplinary action and may receive enhanced sanctions.

PROCEDURE:

Violations of this Alcohol and Other Drug Policy shall be sanctioned in accordance with the Student Code of Conduct and the Alcohol and Other Drug Sanction Table. The University may sanction violations of standards that occurred off-campus and have or may have threatened to cause an impact on the University's activities, or on the health, safety, or security of the University, its members, or the community. The decision whether to adjudicate a specific off-campus incident shall be made at the discretion of the Director of Student Conduct. CSU-Pueblo students, student organizations, Greek organizations, athletic and club sports teams, and their visitors must comply with all local, state, and federal laws concerning alcohol and other drugs. CSU-Pueblo will not tolerate the excessive, inappropriate, or illegal use or abuse of alcohol or other drugs.

THE ALCOHOL AND OTHER DRUG POLICY IS AVAILABLE AT:

<http://csu-pueblo-policies.colostate.edu/policy.aspx?id=121>

All employees must follow the Drug Free Workplace Policy. Violation of this policy will result in disciplinary sanctions, which may include termination.

Alcohol and Other Drug Prevention Programs

The University is dedicated to providing a safe and healthy environment for students to complete their educational goals without the burden of problematic or illegal use of alcohol or other drugs. The Alcohol and Other Drug Prevention Program works with individual students, small groups, and the campus and surrounding community to provide individually tailored, evidence-based prevention education and behavioral interventions. The Alcohol and Other Drug Policy is enforced by the Pueblo County's Sheriff's Office and the Division of Student Affairs.

The program also provides individual assessment and wellness services that help the student address alcohol and other drug use and/or abuse. Individuals can receive a free assessment, access to free education/behavioral intervention, and referral to additional options on campus and off campus.

Some students may be mandated to complete an assessment and educational intervention track with the AOD Prevention Coordinator as a result of violating the Alcohol and Other Drug Policy. More information about the University's drug and alcohol education programs (pre-matriculation survey, parent orientation, "Even Zombies Know," etc.) can be found in the 2012 Drug Free Schools and Communities Act Biennial Review notification at: <https://www.csupueblo.edu/student-affairs/health-education-and-prevention/drug-free-schools-and-communities-act.html>.

Health Education and Prevention (HEP) provides prevention education, healthy living, and learning opportunities in order to sustain a wellness-focused environment that further develops academics and success for students of Colorado State University-Pueblo. HEP works with individual students, small groups, the campus and surrounding community to provide individually tailored, evidence-based prevention education and behavioral interventions.

Call (719) 549-2121 to schedule an appointment with the Health, Education, and Prevention Coordinator

PURSUANT TO FEDERAL LAW, THE POSSESSION, USE, OR SALE OF MARIJUANA ARE PROHIBITED ON CAMPUS. ALTHOUGH COLORADO LAW ALLOWS THE USE OF MARIJUANA, NO STUDENT MAY USE OR POSSESS MARIJUANA ON CAMPUS PROPERTY. POSSESSING A MEDICAL MARIJUANA CARD/LICENSE DOES NOT CREATE AN EXCEPTION.

Missing Student Policy

The following policy has been established to address missing student notification for University students living in University owned or leased housing and to identify procedures that University will follow if any of those students are determined to be missing for 24 hours.

All concerns of a possible missing student should be immediately reported to ANY of the following:

- The Pueblo County Sheriff's Office at CSU-Pueblo at (719) 549-2373
- The Senior Associate Vice President of Student Affairs at (719) 549-2586
- The Professional Staff on-call at (719) 549-2601

Upon receiving a report of a missing student, the aforementioned individual must immediately notify the Pueblo County Sheriff's Office at the University by calling (719) 549-2373.

Every student who resides in on-campus housing shall have the option to identify an individual to be contacted by the University in the event that the student is determined missing. This contact information will be kept confidential and accessible only to authorized campus officials. The University may only disclose this confidential contact information to law enforcement officials for the purpose of a missing student investigation. If a missing student is under the age of 18 and is not emancipated, the University must notify the student's parent or guardian.

Upon receiving information that a student cannot be located and may be missing, the Pueblo County Sheriff's Office at the University will begin an investigation to determine whether the student is missing and may contact the student's confidential contact person as part of the investigation.

Once it has been determined that a student living in University owned or leased housing has been missing for 24 hours, the University will notify the student's confidential contact person within 24 hours; however, the University may act sooner. If the missing student is under the age of 18 and is not an emancipated individual, the University will notify the custodial parent or legal guardian.

FIRE SAFETY



Fire Safety

REPORTING A FIRE

If a student sees a fire in progress, the student should immediately call 911. If a student is aware of a fire that occurred anywhere on campus, the student should report the incident to the Pueblo County Sheriff's Office at CSU-Pueblo, (719) 549-2373.

EVACUATION PROCEDURES

When an alarm sounds, students should immediately begin to evacuate the building and take the following measures:

1. Leave the room immediately.
2. Close the room door.
3. Walk quietly and quickly to the nearest exit. Do not use the elevators.
4. Remain outside until the signal is given to return to their room.

Students are required to obey all fire regulations. A student who fails to evacuate a residence hall when an alarm sounds will be subject to disciplinary action. Residence Hall staff, CSU-Pueblo Sheriff's staff, other appropriate University staff and the Pueblo Fire Department reserve the right to enter student rooms to locate the source of any potential fire or smoke hazard and to ensure that everyone has evacuated the building.

FIRE PROTECTION SERVICES

Fire protection for the Colorado State University-Pueblo campus is provided by the Pueblo City Fire Department. All Pueblo City Firefighters carry a minimum of an EMT-Basic and Firefighter 1 designations. Additionally, at least one member of each engine company is certified as an EMT Paramedic. More information on the Pueblo Fire Department may be accessed at:

<http://www.pueblo.us/index.aspx?NID=235>

Fire Suppression and Detection Systems

A fire alarm system is available in each on-campus residence hall that includes Crestone, Culebra, and Greenhorn halls. Each building and its corresponding fire alarm system contains a Siemens' main control panel and initiating and notification devices. Examples of initiating devices are: smoke detectors, heat detectors, pull stations, and fire sprinkler control valves. Examples of notification devices are: horns, strobes, and speakers. In addition to monitoring the status of these devices, it also monitors the status of field wiring, annunciators, back-up batteries, and internal operations. When a condition occurs from any one of these devices or a problem is detected within the control panel itself, the main control panel transmits a signal—alarm, trouble, or supervisory—to a Digital Alarm Communicator Transmitter located at the Heating Plant.

In addition, all of CSU-Pueblo's fire alarm systems serve the purpose of voice evacuation. Each individual building is equipped with a control panel that can be used to initiate building-wide voice commands. Global (campus wide) voice commands can be initiated from one of two designated buildings—the campus Sheriff's Office and the Physical Plant building. The control panel located in the Sheriff's Office serves as the master page panel, and the control panel located in the Physical Plant Building serves as a slave panel to the master page panel. Both panels have the ability to initiate campus wide voice commands, in the event of an emergency.

Smoke alarms are located in individual living quarters in Crestone, Culebra, and Greenhorn halls. Belmont Hall utilizes battery-powered smoke alarms while Crestone, Culebra, and Greenhorn halls utilize 120VAC hardwired units with battery back-up. As noted above, these are used only for local evacuation purposes within the room and are not connected to the building fire alarm system.



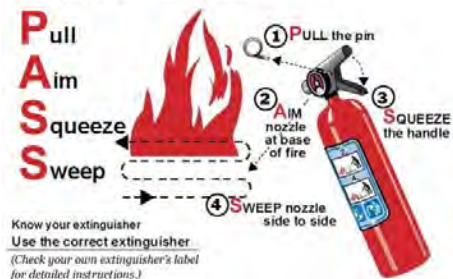
EVACUATION PROCEDURES

<https://www.csupueblo.edu/facilities-management/environmental-health-safety/fire-safety.html>.

FIRE EXTINGUISHER PROCEDURES

<https://www.csupueblo.edu/facilities-management/environmental-health-safety/fire-safety.html>

To operate an extinguisher:



FIRE EMERGENCY – Call 911



Fire Suppression and Detection Systems						
Building	Fire Alarm	Room Detection	Room Detection Reporting	Central Station Reporting	Automatic Sprinkler System	Stand Pipes
Belmont Hall	Yes	Yes	No	Yes	Partial	Yes
Culebra Hall	Yes	Yes	No	Yes	Yes	Yes
Crestone Hall	Yes	Yes	No	Yes	Yes	Yes
Greenhorn Hall	Yes	Yes	No	Yes	Yes	Yes
Walking Stick Apartments	Yes	Yes	No	Yes	No	No

Fire Drills	
Belmont Hall	0
Culebra Hall	2
Crestone Hall	2
Greenhorn Hall	2
Walking Stick Apartments	1

Tampering with Fire and Safety Equipment

Tampering with fire and safety equipment in the residence halls or in any campus building is prohibited. Tampering includes pulling false fire alarms, discharging fire extinguishers, removing exit signs, and interfering with smoke detectors. Violators will be charged for all damages that occur as a result of tampering with fire and/or safety equipment. In addition, all violators are subject to conduct sanctions and possible criminal prosecution.

Electrical Appliances, Smoking, and Open Flame Policies

To help ensure a safe living environment, only the following appliances are permitted in the residence halls: microwave ovens (less than 700 watts), refrigerators (no more than 4 cubic feet), coffee pots, air popcorn poppers, pop-up toasters, hair dryers, electric shavers, radios, TVs, stereos, and irons. Microwave ovens are the only cooking appliances permitted for use in student rooms. No homemade electrical appliance will be permitted. Students who plan to operate appliances in their room must provide an UL-approved power strip with a self-contained circuit breaker. Octopus plugs are not permitted. Additionally, residents must be present when using any cooking appliance or iron in student rooms or in hall kitchens.

Items NOT allowed include but are not limited to: electric heaters, oil popcorn poppers, hotplates, toaster ovens, "George Foreman" or similar type grills, open coiled or open flame appliances, deep fryers, convection ovens, and any appliances with an open heating element and torchiere lamps and neon lights. Only those halogen lights with guards will be permitted.

Candles used with a candle warmer are allowed in the residence hall. Any candles with wicks that have been burned will be confiscated. Incense and any item with an open flame or exposed heat source are potential fire hazards and are prohibited.

Tobacco use and smoking to include, cigarettes, e-cigarettes, vape pens, and chewing tobacco is prohibited in all campus buildings and on all campus grounds whether the property is owned or leased by CSU-Pueblo, and in all campus-owned vehicles. Please refer to the University's *Smoking and Tobacco Policy* for more information.

Gasoline, kerosene, ether, oil, and any other flammable liquids are prohibited in residence halls.

Fire Safety Education

Additionally, the following steps are taken in regards to fire safety education:

- ✓ Residence hall students are informed of evacuation procedures at the beginning of the academic year at floor meetings.
- ✓ Fire drills involving evacuation are held every semester in the residence halls.
- ✓ Residence hall advisors and staff members are trained on evacuation procedures and fire extinguisher use.



Fire Statistics

Fire Statistics												
Building	Fires			Fire-related Fatalities			Fire-related Injuries			Value of Property Damages		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Belmont Hall	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0
Culebra Hall	0	1	0	0	0	0	0	0	0	\$0	\$0	\$0
Crestone Hall	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0
Greenhorn Hall	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0
Walking Stick Apartment	0	0	0	0	0	0	0	0	0	\$0	\$0	\$0

NOTE: Belmont Residence Hall closed to residents May 2015.



CAMPUS CRIME STATISTICS



Colorado State University – Pueblo Crime Statistics

CATEGORIES OF CRIME STATISTICS AS REQUIRED BY *CLERY ACT*

1. **TYPES OF OFFENSE:**
 - a. Murder and non-negligent homicide
 - b. Negligent manslaughter
 - c. Forcible Sex Offenses
 - d. Non-forcible Sex Offenses
 - e. Robbery
 - f. Aggravated Assault
 - g. Burglary
 - h. Motor Vehicle Theft
 - i. Arson
 - j. Dating Violence
 - k. Domestic Violence
 - l. Stalking
 - m. Hate Crimes (Disclose whether any of the above-mentioned offenses, or any other crimes involving bodily injury were hate crimes.)

2. **HATE CRIMES – REPORTED BY CATEGORY OF PREJUDICE**
 - a. Theft
 - b. Simple Assault
 - c. Intimidation
 - d. Criminal Mischief/Property damage
 - e. Any other crime involving bodily injury

Hate crime categories of prejudice include race, gender, religion, national origin, sexual orientation, gender identity, ethnicity or disability

3. **ARRESTS OR REFERRALS FOR DISCIPLINARY ACTION** - For illegal weapons possession and violation of drug and liquor laws.

4. **UNFOUNDED CRIMES** – A reported crime withheld from the statistics due to a full investigation and examination of evidence by law enforcement which determines that the crime is false or baseless.

DEFINITIONS OF STATISTICS

ON-CAMPUS CRIME STATISTICS: On-campus crime statistics reflect crimes committed anywhere on the CSU-Pueblo campus. This includes the residence halls and Walking Stick Apartments.

RESIDENCE HALL CRIME STATISTICS: The residence hall data is a subset of the on-campus data. This data represents only reportable criminal activity that occurred in on-campus housing.

NON-CAMPUS BUILDING CRIME

STATISTICS: This data represents crime in non-campus buildings that are being used by the University.

PUBLIC PROPERTY CRIME STATISTICS:

This data represents reported crimes that occurred on public property. Public property as defined by the *Clery Act* is all public property that is within the same reasonably contiguous geographic area of the institution to include public streets and sidewalks.

CSU-Pueblo Clery Crime Statistics	On Campus			Campus Housing			Non Campus			Public Property		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Criminal Offenses												
Murder and Non-Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Forcible Sex Offense												
Rape	4	6	0	3	5	0	0	0	0	0	0	0
Fondling	2	1	3	1	1	2	0	0	0	0	0	0
Non-forcible Sex Offense	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0	0	0	0	0	0	0
Incest	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0	0	0	0	0	0	0
Burglary	8	8	1	1	0	0	0	0	0	0	0	0
Motor Vehicle Theft	7	3	0	0	0	0	1	0	0	0	0	0
Arson	1	0	0	0	0	0	0	0	0	0	0	0
Arrest or Summons												
Illegal weapons	0	0	0	0	0	0	0	0	0	0	0	0
Violations of Drug Laws	7	11	9	4	10	9	0	0	0	0	0	0
Violation of Liquor Laws	26	23	18	21	23	18	0	0	0	0	0	0
Referrals for Disciplinary Actions Only												
Illegal Weapons	0	0	0	0	0	0	0	0	0	0	0	0
Drug Violations	18	18	26	18	18	26	0	1	0	0	0	0
Liquor Violations	51	59	54	51	59	54	3	0	0	0	0	0
Hate Crimes												
Murder / Non-negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Forcible Sex Offense	0	0	0	0	0	0	0	0	0	0	0	0
Non-forcible Sex Offense	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	0	0	0	0	0	0	0	0	0	0	0	0
Aggravated Assault	0	0	0	0	0	0	0	0	0	0	0	0
Burglary	0	0	0	0	0	0	0	0	0	0	0	0
Motor Vehicle Theft	0	0	0	0	0	0	0	0	0	0	0	0
Arson	0	0	0	0	0	0	0	0	0	0	0	0
Larceny / Theft	0	0	0	0	0	0	0	0	0	0	0	0
Simple Assault	0	0	0	0	0	0	0	0	0	0	0	0
Intimidation	0	1*	0	0	0	0	0	0	0	0	0	0
Destruction / Damage / Vandalism of Property	0	1	1	0	0	1	0	0	0	0	0	0
Violence Against Woman Act Offenses												
Domestic Violence	0	0	0	0	0	0	0	0	0	0	0	0
Dating Violence	0	5	1	0	4	1	0	0	0	0	0	0
Stalking	0	1	3	0	0	1	1	0	0	0	0	0
Unfounded												
Unfounded Crimes	0	0	0	0	0	0	0	0	0	0	0	0

- Category of Bias
 - Vandalism – Gender Identity

Colorado Law Defines Consent as: Cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act

Hate Crimes include any of the listed criminal offenses which are motivated by the following biases:
Race, gender, religion, national origin, sexual orientation, gender identity, ethnicity or disability

The following three types of incidents must be reported if they result in an arrest or summons:

1. Liquor Law Violations; 2. Drug Law Violations; and 3. Illegal Weapons Possession

Non-Campus Property: CSU-Pueblo Extended Studies sites (Fort Carson, and Tower location in Colorado Springs, East High School), CSU-Pueblo Athletics practice and competition sites (Runyon Field Sports Complex, City Park Tennis Complex, Walking Stick Golf Course, Pueblo Country Club Golf Course, Colorado State Fair Grounds, Pueblo Tennis Center) and CSU-Pueblo School of Nursing instruction sites (Banner Health Facility, Colorado State University Library)

Public Property: The portions of Walking Stick Blvd. and Desert Flower Blvd. which run through and/or adjacent to campus



Campus Emergency Call Box Map



PARKING SECTORS

- NORTH:** N-1, N-2, N-3, N-4, N-5, N-6, N-7, N-8
- EAST:** E-1, E-2, E-3, E-4, E-5, E-6, E-7, E-8 (north & south), E-9, E-10, E-11
- SOUTH:** S-1, S-2, S-3, S-4
- WEST:** W-1, W-2, W-3, W-4, W-5, and W-6 (north & south)

*Visitors with permit may park in visitors lot or white lines only

- Emergency Phones
- Handicapped
- Call Box Location



I-25 Exit 101 at U.S. 50.
East to Bonforte Blvd. or
Troy Ave. exits

2200 Bonforte Blvd. • 719-549-2100 • www.csupueblo.edu



**COLORADO STATE
UNIVERSITY**

2019 Annual Fire and Safety Report

Based on 2016-2018 statistics

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About this Report

The landmark federal law adopted in 1990 and amended in 1998, now called the *Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act*, section 485(f) of the Higher Education Act of 1965, requires institutions of higher education to disclose campus crime statistics and security information. This report meets the Clery Act's requirements, provides valuable information to current and prospective students, employees, and their families about safety and security at Colorado State University, and outlines the university's policies on drugs, alcohol, and interpersonal violence, among others. Interpersonal violence includes sexual assault, domestic violence, dating violence, and stalking.

This report is created out of a collaborative effort across campus. Those involved in compiling statistics and information include these CSU offices:

- Colorado State University Police Department
- Division of Student Affairs
 - Housing & Dining
 - Women and Gender Advocacy Center
 - Support & Safety Assessment
 - Student Conduct Services
 - Fraternity & Sorority Life
 - CSU Health Network
- Office of General Counsel
- Division of Operations

The Annual Fire and Safety Report and University Drug and Alcohol Policy informs the university community about:

- Statistics for the types of crimes that the Clery Act requires the university to publish. These Clery crime categories are:
 - Criminal homicide (murder and non-negligent manslaughter)
 - Sex offenses (sexual assault, rape, fondling, incest, statutory rape)
 - Aggravated assault
 - Arson
 - Robbery
 - Burglary
 - Motor vehicle theft
 - Hate crimes, defined as “a criminal offense that manifests evidence that the victim was intentionally selected because of the perpetrator’s bias against the victim,” including the above crimes plus larceny-theft, simple assault, intimidation, destruction or vandalism of property
 - Dating violence, domestic violence and stalking
- Statistics of these crimes are provided for the previous three years. The statistics show these crimes that occurred on campus property and certain non-campus property and public property associated with the university, including:
 - Crimes by type, location and year

- Fires in on-campus student housing
- Arrests for liquor law violations, drug law violations, and carrying and possessing illegal weapons
- In addition, statistics are reported for students referred to university disciplinary action for liquor law violations, drug law violations, and carrying and possessing illegal weapons, regardless of whether an arrest has been made.
- CSU reports statistics for Clery crimes that occurred on properties that are within the university's Clery geography, which are geographic areas defined by the Clery Act. This includes:
 - On-campus property: all properties that the university owns or controls within the same reasonably contiguous geographic area that are used in any manner related to the institution's educational purposes, including the residence halls and apartments.
 - Public property: all public property, including thoroughfares, streets, sidewalks, and parking facilities, that is within the campus, or immediately adjacent to and accessible from the campus, not including private homes and businesses.
 - Non-campus buildings and property: all other property that the university owns or controls that is used in direct support of, or in relation to, the institution's educational purposes, is frequently used by students, and that is located outside of the reasonably contiguous campus area, including buildings or property owned or controlled by a student organization officially recognized by CSU.
- Statistical information is requested from our law enforcement partners within Colorado, in other states, and in international locations, when the property is considered university non-campus property under the Clery Act.
- Statistics are maintained for all fires that occurred during the previous three years in on-campus housing.

The CSU Police Department requests and compiles the statistics for the report each year, based on information received from the offices and agencies listed above and from campus security authorities. Those statistics are counted and compiled into classifications for the report. Offices across campus review content in the report for which they have oversight. Then, a compliance committee works to ensure that the report meets the requirements of the Clery Act and provides the most accurate information regarding crime, fire, safety and related policies at Colorado State University to students, employees, parents, potential students and employees, and the general public.

More information about university policy related to the Clery Act

<http://policylibrary.colostate.edu/policy.aspx?id=557>.

The report also includes information about procedures, policies and crime prevention programs including:

- How to report a crime to CSU police

- Law enforcement databases of registered sex offenders
- Drug, alcohol and sex offenses
- How and when the university issues warnings to campus of potentially dangerous criminal and emergency situations
- Campus evacuation procedures

This report is available online at <http://safety.colostate.edu>. A printed copy is available by request from the CSU Police Department or may be printed from the online PDF version (also at <http://safety.colostate.edu>). The police department also makes the daily crime and fire logs available to anyone on request.

This annual report is published no later than Oct. 1 of each year and a notice of its publication is distributed via email to every CSU student and current employee. The office of Admissions notifies prospective students of the report availability, and prospective employees are notified on the Human Resources website and in every job posting.

CSU Drug, Marijuana, Alcohol and Tobacco Policies

CSU's alcohol and drug policy applies to all members of the university community, including staff, faculty, students, affiliates, volunteers, and visitors. A brief summary of this policy follows. The full policy is available at <http://policylibrary.colostate.edu/policy.aspx?id=738>.

The university prohibits the following on any university owned or controlled property, or at university activities:

- Illegally manufacturing, distributing, dispensing, possessing or using illicit drugs, including marijuana and its derivatives
 - Possessing a medical marijuana permit does not allow for the possession, use or storage of marijuana anywhere on university property, including in residence halls and university apartments
 - Possessing, selling or using drug paraphernalia
- Anyone younger than 21 possessing or drinking alcohol on campus property
- Intentionally or knowingly selling or furnishing alcohol to anyone younger than 21, or anyone obviously inebriated
- Possessing or consuming alcohol or drugs, or being impaired by alcohol or drugs while:
 - In a university laboratory, mechanical shop, or other place where the risks of injury are higher than under normal circumstances
 - Driving a university vehicle or machinery
 - Performing university job duties
 - Volunteering for the university
 - Interacting with children while working or volunteering at the university or at a university sponsored event
- Students and employees may not use alcohol, controlled substances or illicit drugs so as to adversely affect academic or job performance, endanger the physical well-being of themselves or others, or in a way that leads to property damage or serious misconduct.
- CSU does permit the lawful use of alcohol at events and in connection with activities on CSU property, with permission from the university Office of Risk

Protecting yourself from prescription medication abusers

Prescription drugs are widely available and are as dangerous as street drugs.

Pain pills, or opioids, such as Vicodin, OxyContin, and Percocet, are often abused. These are also highly addictive, and especially lethal when mixed with alcohol.

Selling, sharing or using any prescription drugs without a prescription is illegal and can result in jail time and large fines.

If you are prescribed medication, you may find that some people would like you to share or sell it. They do not hesitate to ask, may offer to buy or trade for other drugs, or even go so far as to steal your medications.

Medications are your own business – keep your prescription medication information private

- Keep medication in a safe spot that only you access
- Explain that you don't want to be responsible for someone else's adverse reactions to your medications
- Explain that you do not have enough to share
- If you must, say that you stopped taking the medication or come up with another explanation that works for you
- Ration your medications by storing excess supply at home or with nearby relatives who will safeguard it. It is often possible to request more frequent prescriptions from health care providers if you have a concern about solicitation

Information adapted from Facts on Tap

Management and Insurance. For more information, see the policy at <http://policylibrary.colostate.edu/policy.aspx?id=738>.

Violating University, State or Federal Drug and Alcohol Policy or Law

Students

All CSU students are required to comply with the [Student Conduct Code](https://resolutioncenter.colostate.edu/student-conduct-code/), <https://resolutioncenter.colostate.edu/student-conduct-code/>, which sets behavior expectations for students, including expectations regarding drug and alcohol use.

The Student Conduct Code prohibits student use, possession, manufacturing, and distribution of illegal drugs. This includes:

- Prescription drugs used in a manner other than as prescribed
- Marijuana and its derivatives, in any form
- Narcotics, methamphetamine, cocaine, opiates, LSD, mushrooms, heroin, designer drugs such as Ecstasy and GHB, and other controlled substances
- Drug paraphernalia including but not limited to equipment, products, and materials used to cultivate, manufacture, distribute, or use illegal drugs

The Student Conduct Code applies to student behaviors on and off campus.

If a student is found to have violated drug or alcohol conduct expectations, the student may be subject to discipline under the Student Conduct Code, as well as criminal prosecution under federal and state laws.

CSU, through its University Housing Office, Office of Student Conduct Services and CSU Police Department, vigorously enforces state underage drinking laws; local, state and federal drug laws and the Student Conduct Code.

Employees

The university may properly intervene when employee use of alcohol or drugs affects job performance and conduct.

Employees covered by this policy may not report to work or be at work while impaired by alcohol or drugs, even those lawfully prescribed, as determined under a reasonable suspicion standard. Employees who violate the university's policies concerning illicit drugs face discipline outlined in university policies and procedures.

Employees may also be subject to criminal prosecution under federal and state laws for drug-related criminal offenses.

Each employee must notify the university's Human Resources executive director in writing no later than five days after being convicted for any criminal alcohol or drug statute violation. A conviction is a finding of guilt (including a plea of no contest or nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the criminal drug statutes. The university must take disciplinary action within 30 days after receipt of any

notice; disciplinary sanctions include action up to and including termination, in accordance with university policies and procedures.

Colorado Immunity from Arrest and Prosecution Law

Colorado law protects people from criminal prosecution for certain drug and alcohol violations if they call for help in an alcohol- or drug-related emergency, including marijuana (C.R.S. §18-1-711). The caller will be immune from criminal prosecution if they comply with the following:

- The caller must provide their name to police or emergency medical services
- The caller must remain on scene until help arrives
- The caller must cooperate with police and emergency medical services
- Immunity also extends to the person in need of medical attention if that person complies with these same requirements

CSU Responsible Action Exemption Policy for Students

Students who seek medical attention for themselves or on behalf of another student related to drugs or alcohol consumption will not be charged with Student Conduct Code violations relating to that incident when they seek medical attention for themselves or another student either on or off campus.

- The student seeking exemption for the emergency must comply with the recommendations of the Student Conduct Services hearing officer. These may include an assessment related to drug or alcohol use and treatment recommendations, among others.
- Failure to complete an assessment may result in charges against the student filed with Student Conduct Services.
- The parents or guardians of students may be notified by the university if a student involved in the situation is younger than 21 and was transported to the hospital for medical attention.

More information on the policy <https://resolutioncenter.colostate.edu/sc-procedures/>.

Marijuana Use and Possession on Campus

The use and possession of marijuana is prohibited on campus. The potential health and behavioral impacts of marijuana do not fit with CSU's mission as an academic institution and a safe, fast-paced, high-functioning work environment. Possessing, using, or selling marijuana continues to be prohibited on campus and during university activities. Federal agencies continue to enforce federal law against those who facilitate the illegal use of marijuana, despite state law.

Colorado constitutional amendment 64 legalizes certain activities related to marijuana under Colorado law, yet Amendment 64 specifically authorizes the university – as a school and an employer – to prohibit the possession and use of marijuana. In addition, although Amendment

64 passed in Colorado, marijuana remains illegal under the federal Controlled Substances Act, which prohibits marijuana possession and use. This federal law applies to recreational and medical uses of marijuana. It is not a defense that the person holds a medical marijuana card.

Students and employees who violate this policy are subject to university discipline.

Federal laws such as the Drug-Free Workplace Act and the Drug-Free Schools and Communities Act also restrict use of marijuana in the workplace. These federal laws require the university to prohibit the use of marijuana on campus.

The Colorado State University Police Department, along with Student Conduct Services, enforces the campus-wide prohibition of marijuana.

CSU strives to maintain a safe workplace. Employees who are under the influence of marijuana, just like with alcohol, create serious safety risks when operating machinery or working with potentially hazardous materials or substances in the workplace.

While performing their job duties:

- CSU employees are prohibited from consulting or assisting with the cultivation, sale, distribution, or use of marijuana
- Any employee who provides such assistance shall be acting outside the scope of his or her employment and assumes personal liability for such action
- CSU is not required to accommodate an employee's medical or recreational use of marijuana
- Illegal drug use is a bar to acquisition or renewal of a federal security clearance

CSU Employee Drug, Alcohol Treatment and Educational Programs

State of Colorado policy is that treatment may be more appropriate for alcoholics and intoxicated individuals than criminal prosecution. Employees should be afforded a continuum of treatment to help them lead normal lives as productive members of society [C.R.S. §27-81-101(1)].

The state supports the following kinds of treatment facilities and services [C.R.S. §27-81-101(2)]:

- Screening centers for alcoholics
- Medical detoxification
- Intensive treatment
- Halfway-house care
- Outpatient rehabilitative therapy, orientation, education, and in-service training
- Patient transportation

To find a mental health or substance abuse treatment facility in your area, visit this list <https://findtreatment.samhsa.gov>.

More information on health effects, usage trends, and marijuana regulation:

- National Institute on Drug Abuse www.drugabuse.gov/publications/drugfacts/marijuana

- Substance Abuse and Mental Health Services Administration www.samhsa.gov
- CSU Health Network Marijuana Resources <https://health.colostate.edu/marijuana/>
- Colorado Department of Health and Environment marijuana information www.responsibilitygrowshere.com

Student Drug and Alcohol Treatment and Educational Programs

New students younger than 23 must complete an online alcohol awareness program. This is an interactive, online program designed to inform students about how alcohol affects the body, mind, perception, and behaviors. The research-based course offers accurate information in a non-judgmental tone, while providing personalized feedback that encourages students to consider their own drinking decisions and those of their peers.

The CSU Health Network is a student service that provides a full range of medical, mental health, and health education and prevention services to optimize student health and the health of the campus community. All students registered for six or more credit hours pay the university health fee and counseling fee and are eligible to use the CSU Health Network.

Students do not need to be enrolled in the CSU Student Health Insurance Plan to access services. The CSU Student Health Insurance Plan provides additional benefits. Any student enrolled in fewer than six credits can elect to pay these fees for access.

DAY Programs (Drugs, Alcohol and You) are specialty counseling services offered through the Health Network. DAY serves students who are concerned about their substance use or are required to complete an assessment or engage in treatment by the university's disciplinary system.

DAY offers five specialized programs:

- Live Safe is a three-hour education and discussion group for students who want to learn more about substance use or those who have had a conduct violation.
- BASICS (Brief Alcohol Screening and Intervention for College Students) involves an online assessment of your substance use history and patterns. Individualized feedback is provided during an initial appointment and one follow-up meeting with a counselor. Students may initiate the screen themselves or are referred by the conduct office.
- Taking Steps provides weekly group support for students making changes in their use of drugs and alcohol. This program is open to those voluntarily seeking help and those mandated to treatment by the conduct system.
- Open to Change is an eight-week program for students who both voluntarily complete the program or are mandated by the university to complete the program. Students achieve eight consecutive weeks of abstinence with individual and group counseling.
- Back on TRAC is an abstinence-based, drug court program for students with serious alcohol or drug violations who are mandated to complete the program or would otherwise be dismissed from the university.

In addition to these programs, individual counseling is available for students who want to examine and alter their substance use. DAY works with students whose goals range from reducing the negative impact of substance use to abstinence. Counselors use a nonjudgmental and empathic approach to support students in achieving their goals.

More information about alcohol and drugs educational programs and individual assistance:

CSU Health Network

(970) 491-7121

www.health.colostate.edu

Legal Sanctions for Drug Abuse and Commonly Abused Drug Information

A list of and information about commonly abused drugs is available at <https://www.drugabuse.gov/drugs-abuse/commonly-abused-drugs-charts>.

The following tables (on the next two pages) illustrate the legal sanctions for drug abuse under applicable laws, and describe some of the most commonly abused drugs and their health risks and affects:

Legal Sanctions for Substance Abuse

Offense	Type of Offense	Jail Term/Penalties	Fine	Driver's License
ALCOHOL				
Alcohol consumption/ possession: illegal under 21	Unclassified petty offense	24 - 36 hours community service; substance abuse education program	\$100 - \$250	Revoked
Juvenile DUI: Under 21 blood alcohol level (BAC) between .02 and .05 Zero tolerance law	Class A traffic infraction Repeat offender = Class 2 Traffic misdemeanor	24 hours community service	\$15 to \$100	Revoked
Driving while impaired (DWA) (BAC .05-.08)	Traffic misdemeanor	1st offense: 2-180 days jail; 24-48 hours community service 2nd offense: 10-365 days; 48-120 hours community service; 2 years probation 3rd offense or more: 60-365 days; 48-120 hours community service; 2 years probation; alcohol education program	1st offense: \$200-\$500 2nd offense: \$600 - \$1,500 3rd offense +: \$600 - \$1,500	Revoked if under 21
Driving under the influence of ethyl alcohol (BAC above .08)	Traffic misdemeanor	1st offense: 5-365 days (if BAC > 0.2, then 10-365 days); 48-96 hours community service 2nd offense: 10-365 days; 48-120 hours community service; 2 years probation 3rd offense or more: 60-365 days; 48-120- hours community service; alcohol education program; 2 years probation	1st offense: \$600-\$1,000 2nd offense: \$600 - \$1,500 3rd offense +: \$600 - \$1,500	Revoked
Open alcohol container	Class A traffic infraction	None	\$50	None
CONTROLLED SUBSTANCES				
Possession:				
Schedule I and II, such as: cocaine, opium, heroin, morphine, methadone, LSD, mescaline, psilocybin, GHB	Level 4 drug felony - possession	6 months - 1 year; 1 year parole period	\$1,000 - \$100,000	n/a
Schedule III, such as: PCP, Codeine, Diluadid	Level 1 drug misdemeanor - possession	6 months - 18 months	\$500 - \$5,000	n/a
Schedule IV, such as: Chloral Hydrate, tranquilizers, some barbiturates and stimulants	Level 1 drug misdemeanor - possession	6 months - 18 months	\$500 - \$5,000	n/a
Schedule V, such as Codeine and other narcotics	Level 1 drug misdemeanor - possession	6 months - 18 months	\$500 - \$5,000	n/a
Use:				
Schedule I, II	Level 2 drug misdemeanor	no imprisonment - 1 year	\$50 - \$750	n/a
Schedule III, IV, V	Level 2 drug misdemeanor	no imprisonment - 1 year	\$50 - \$750	n/a

Note: All controlled substance charges also include a drug offender surcharge in addition to the fines listed. The legislature has reclassified some possession crimes from drug felonies to drug misdemeanors. This change does not take effect until March 2020. These tables reflect the current classifications and penalties as of the date of the publication of this report.

Legal Sanctions for Substance Abuse

Offense	Type of Offense	Jail Term/Penalties	Fine	Driver's License
MARIJUANA				
Providing marijuana to a minor				
>2.5 lbs (>1lb concentrate)	Level 1 drug felony	8-32 years, 3 year parole	\$5,000 – \$1M	not available
>6oz – 2.5 lbs (3oz – 1lb concentrate)	Level 2 drug felony	4-8 years, 2 year parole	\$3,000 – \$750,000	not available
>1oz – 6oz (.5oz – 3oz concentrate)	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
≤1oz (≤.5oz concentrate)	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
Manufacture or process without a license				
Any amount of marijuana or concentrate	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
Dispense, sell, distribute, or possess with intent to manufacture, dispense, sell, or distribute				
>50lbs (>25lbs concentrate)	Level 1 drug felony	8-32 years, 3 year parole	\$5,000 – \$1M	not available
>5lbs – 50lbs (>2.5lbs – 25lbs concentrate)	Level 2 drug felony	4-8 years, 2 year parole	\$3,000 – \$750,000	not available
>12oz – 5lbs (>6oz – 2.5lbs concentrate)	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
>4oz – 12oz (>2oz -6oz concentrate)	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
≤4oz (≤2oz concentrate)	Level 1 drug misdemeanor	6 – 18 months	\$500 – \$5,000	not available
Possession of plants				
>30 plants	Level 3 drug felony	2-4 years, 1 year parole	\$2,000 – \$500,000	not available
>6 – 30 plants	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
≤6 plants	Level 1 drug misdemeanor	6 – 18 months	\$500 – \$5,000	not available
Possession				
>12oz (>3oz concentrate)	Level 4 drug felony	6 months – 1 year, 1 year parole	\$1,000 – \$100,000	not available
>6oz – 12oz (<3oz concentrate)	Level 1 drug misdemeanor	6 – 18 months	\$500 – \$5,000	not available
>2oz – 6oz	Level 2 drug misdemeanor	0 – 12 months	\$50 - \$750	not available
≤2oz	Drug petty offense	none	\$100	not available
Public consumption, display, use				
<2oz	Drug petty offense	Up to 24 hours community service	\$100	not available
>2oz	See: Possession			

Note: All controlled substance charges also include a drug offender surcharge in addition to the fines listed.

Student Rights and Responsibilities

Colorado State University expects students to:

- Maintain standards of personal integrity that are in harmony with the educational goals of the institution
- Observe national, state, and local laws, and university regulations
- Respect the rights, privileges, and property of other people

Students retain the rights, protection, guarantees, and responsibilities that are held by all citizens. The Student Bill of Rights, available at <http://policylibrary.colostate.edu/policy.aspx?id=601>, explains other rights that apply to all higher education students in our Colorado.

The [Colorado State University Student Conduct Code](#) applies to conduct that occurs on or off campus and at university programs or activities.

Prohibited conduct is described in detail in the code. Violations of university drug and alcohol policies and state drug and alcohol laws, and all forms of sexual harassment, sexual misconduct, and sexual assault are code violations regardless of whether criminal charges result from the conduct. Disciplinary procedures under the code include the following steps:

- Student Conduct Services receives incident reports from law enforcement, CSU residence hall staff, faculty, administrative staff, students, other members of the university community, or from outside the university community. Reports are forwarded to a hearing officer, who will review the report and may seek additional information or conduct an investigation.
- If the hearing officer determines that a student may have violated the CSU Student Conduct Code, a hearing is scheduled. Full text of the code is available at <https://resolutioncenter.colostate.edu/student-conduct-code/>.
- The student will receive a notice letter with the date, time, and location of the hearing.
- At the hearing, the student may explain their conduct and perspective on the incident. Evidence, written statements, and witness testimony may be submitted. The student may be accompanied by an advisor, who may be an attorney, but the advisor may not represent the student, speak on the student's behalf, or participate directly in the hearing. Formal rules of evidence and legal procedure do not apply.
- The hearing officer will decide the outcome of the hearing based on the evidence and will notify the student, in writing, of this determination. See <https://resolutioncenter.colostate.edu/sc-procedures/>.
- Sanctions imposed may range from no action, to disciplinary expulsion and revocation of admission or degree. These sanctions are described in detail on the Student Resolution Center website, at <https://resolutioncenter.colostate.edu/>.
- The student has a right to appeal the hearing officer's decision.

This is just a brief summary of the disciplinary and appeal procedures. These procedures are described in full on the Student Conduct Services website at <https://resolutioncenter.colostate.edu/student-conduct-code/>.

A student is not immune from prosecution by local, state, or federal law enforcement agencies, whether or not the university initiates disciplinary proceedings.

The Student Resolution Center acts on the institutional values of interpersonal civility and honoring of community standards. The Student Resolution Center offers:

- Consultation, coaching, and mediation to help resolve conflicts
- Conflict management, academic integrity, and civility training and education
- Advising student peer conduct boards
- Hearings to determine if prospective students with a criminal or disciplinary record will be admitted to the university
- Overseeing the student conduct process and hearings for students facing allegations of misconduct on or off campus
- Restorative Justice Program for repairing harm and restoring relationships
- Determining disciplinary action to be taken by the university, including educational programs
- Appeals process related to student conduct outcomes

Behavioral Expectations of Students Living on Campus

Students residing in university residence halls or apartments contractually agree to obey:

- Federal, state, and local laws
- [CSU Student Conduct Code at https://resolutioncenter.colostate.edu/student-conduct-code/](https://resolutioncenter.colostate.edu/student-conduct-code/)
- Expectations outlined in the residential contract and [residence hall policies and procedures at https://housing.colostate.edu/halls/policies/](https://housing.colostate.edu/halls/policies/)

Residential staff, under the supervision of Student Conduct Services, hear cases involving housing contract violations and may impose sanctions including drug and alcohol education; educational programs or activities; monetary restitution; reassignment to another residence hall room or building; and termination of the residential contract or lease. Significant incidents or a pattern of problems will result in referral to Student Conduct Services. Residence hall policies are available at <https://housing.colostate.edu/halls/policies/> and apartment policies are available at <https://housing.colostate.edu/apartments/policies/>.

Disciplinary Records

Student disciplinary records are maintained by Student Conduct Services in keeping with the

Family Educational Rights and Privacy Act (1973), the Higher Education Amendments (1998), and the Student Conduct Code.

CSU Police Department and How to Report a Crime

CSU police officers work closely with offices on campus to identify safety and security needs and concerns.

CSU Police Qualifications and Authority

About CSUPD:

- Colorado State University Police Department operates 24 hours a day, seven days a week.
- The department includes an investigations unit, patrol unit, records office and a 911 dispatch center.
- CSUPD officers are also commissioned officers in Larimer County and the city of Fort Collins.
- CSUPD also collaborates with Fort Collins Police Services, Poudre Fire Authority, Larimer County Sheriff's Office, the Office of the District Attorney, and other state and federal law-enforcement agencies and investigation bureaus. As part of a regional first responder network, CSU police hold mutual aid agreements with the county and city to address contingencies such as natural disasters, civil disturbances, major crimes, and pursuits of serious offenders who travel across jurisdictional lines. These mutual aid agreements include provisions for joint investigations. Copies of these agreements are available from CSU police.

About CSUPD officers:

- CSU police officers are armed and have full law enforcement authority on all property owned or controlled by the university, and the authority to make arrests on or off campus.
- Officers possess peace-officer commissions from the state of Colorado, Larimer County, and the city of Fort Collins.
- Colorado State University police officers complete at least 860 hours of training in a state-certified police academy and field-training program in preparation for their jobs.

About the CSU Police Department work on campus:

- Colorado State University police officers routinely patrol all buildings on campus.
- Officers patrol campus grounds by bicycle and vehicles.
- Campus Safety Officers are student employees who assist at campus events and provide safe escorts across campus via SafeWalk. These employees receive more than 50 hours of training. More information at <https://police.colostate.edu/safe-walk/>.

How to Report an Emergency or Crime

CSU encourages all community members to make accurate and prompt reports of crimes and other emergencies on campus and other CSU-owned or controlled property. Reports about on-campus incidents should be made to CSU police immediately; off campus incidents should be

reported to the agency with jurisdiction (such as Fort Collins Police Services). Promptly reporting crimes provides law enforcement agencies with the best opportunity to effectively address safety issues. If the victim of a crime elects to or is unable to make such a report, others are encouraged to promptly do so. More information is at <http://policylibrary.colostate.edu/policy.aspx?id=557>.

If you witness or experience a crime or emergency, report it as soon as possible to CSU police by calling 911. The CSU Police Department is located in Green Hall. CSUPD operates 24 hours a day. The non-emergency number is 970-491-6425.

It is important to report what you observe even if others have already made a report.

- **To report a crime in progress or immediate threat to campus safety call or text 911** from any phone. If you are on campus, tell the dispatcher so immediately.
- To report a crime that is no longer in progress and is not an immediate threat, call (970) 491-6425 or visit <http://police.colostate.edu/>. Crimes may be reported anonymously.
- **To report a fire, call or text 911** from any phone. If you are on campus, identify your location as Colorado State University first, and the campus location of the fire.
- To report any other emergency in progress, call or text 911.

Tips for Reporting an Emergency when Contacting 911

- Call 911 from any phone, or call or text from a cell phone.
- CSUPD dispatchers have an enhanced system that allows our dispatcher to see where you are calling from. This does not work for cell phones without location services turned on.
- The dispatcher will need to know the address of the emergency, which is not necessarily where the call is coming from.
- 911 calls made from cell phones from within the city will be routed first to Fort Collins Police Services, so if you are calling from campus, be sure to tell the dispatcher that right away.
- When you are reporting a crime, it is important to report it immediately from a safe location.
- When speaking to a dispatcher, stay on the line and, as accurately as possible, tell the dispatcher everything you can remember about the incident. If reporting about a suspect, try to recall details such as the suspect's clothing, if they were driving a vehicle, what it looked like, and direction of travel either on foot or in a vehicle.
- If you are in a position to give first aid to someone or to relay information to another rescuer, CSU and other local dispatchers are prepared to tell you what to do until emergency responders arrive.
- If reporting a fire or someone in need of an ambulance, CSU police will immediately notify fire or emergency medical personnel, then help with emergency measures such as

evacuation and managing traffic so that fire trucks and ambulances can access the scene. Report all campus fires to CSU police immediately by calling 911.

Report a Crime Anonymously

To remain anonymous and report a crime to the CSU Police Department, you may fill out the online form at <http://police.colostate.edu/reportcrimeanonymous>.

- Information you submit will be sent securely to CSU police without your identity being revealed.
- Include as much detail as possible.
- If the crime you are reporting is an emergency, please call or text 911.
- Crimes reported anonymously to CSU police will be included in the Annual Fire and Safety Report as required by the Clery Act.

Confidentiality of Crime Reports

The university does not have a policy for confidential crime reporting. If you are the victim of a crime or want to report a crime, but do not want to pursue action within the university or criminal justice system, we ask that you still consider filing a report. Depending upon the circumstances of the crime you are reporting, you may be able file a report while maintaining your privacy.

The CSU Police Department will do all it can to comply with your wish to keep your personally identifying information private, while also taking steps to ensure your safety and the safety of others. This also allows the university to compile accurate records on the number and types of incidents occurring on campus. Reports filed in this manner are counted and disclosed in the Annual Fire and Safety Report, without personally identifying information.

In limited circumstances, the police department may not be able to assure privacy and will inform you in those cases. Anyone may call the CSU Police Department at 970-491-6425 to report concerning information. Callers may remain anonymous if they choose to do so.

Confidential Reporting Options

Victims may report confidentially to designated victim advocates and professional counselors who work for CSU.

- The Victim Assistance Team, through the Women and Gender Advocacy Center, provides confidential support and advocacy to Colorado State University students and any family or friends who have experienced sexual assault, dating or domestic violence, and stalking on or off campus, 24 hours a day, every day of the year. Call 970-492-4242. During regular university business hours, their offices are open to visit in person at 112 Student Services Building or in the satellite office in Room 234 of the Lory Student Center. For more information, visit <http://www.wgac.colostate.edu/victim-assistance-team-volunteers>. The

Women and Gender Advocacy Center provides statistical information to the Colorado State University Police Department, but does not provide any personally identifiable information and maintains confidentiality with all clients.

- Confidential reports may also be made to pastoral and professional counselors, licensed psychologists, licensed clinical social workers, or graduate student staff in the CSU Health Network Counseling Services Office and these reports are considered confidential. CSU's pastoral and professional counselors inform clients of the institution's policy as to maintaining confidentiality. While counselors can assist with reporting to law enforcement, no university policy requires counselors to encourage reporting to law enforcement. Counselors assist clients on a case-by-case basis and discuss options and resources as may be appropriate for each individual client.

The CSU Health Network Counseling Services office is located in the Health and Medical Center at the corner of College Ave. and Prospect Rd. Counseling Services may be reached during regular business hours by calling 970-491-6053. Emergency after-hours counselors are also available at 970-491-7111. These counselors do report crimes to the CSU Police Department for purposes of compiling statistics, but do not share information with CSUPD that could identify the victim.

The university will not publish the names or other identifying information such as addresses or ID numbers of victims of sexual or gender violence crimes in any public record unless required to do so by law. Confidentiality is maintained in daily crime and fire logs, timely warnings, and emergency notifications. CSU also will not publish any accommodation or protective measure provided to a victim unless such confidentiality impairs the effectiveness of the measure.

Crime Prevention and Security Awareness Programs

- CSU police, residence hall staff, Support and Safety Assessment, and the Women and Gender Advocacy Center are among groups on campus that provide safety and crime prevention educational programs in a variety of settings.
- General campus educational programs include fire safety, personal safety, interpersonal violence prevention, alcohol and drug awareness, and computer crimes. Many programs can be tailored to fit the needs of the audience. Interpersonal violence trainings include information about the crimes of sexual assault, domestic violence, dating violence, and stalking. For more information about educational, outreach and events related to interpersonal violence, or to request a program, see <http://www.wgac.colostate.edu> or <http://www.supportandsafety.colostate.edu/>.
- From Jan. 1 – Dec. 31, 2018, the CSU Police Department delivered 278 programs or presentations to 27,100 people, including students, parents, faculty, and staff.
- Contact CSUPD to schedule programs. Some programs are hosted and publicized on a continual basis throughout the year.

The CSU Police Department also implements the following crime prevention strategies on campus:

- Regularly patrolling residence halls
- Regularly patrolling all buildings on campus and checking doors and windows for security concerns, particularly after hours
- Reporting facilities issues such as lights and door locks that do not work correctly
- Surveying campus for security and safety issues
- Educating the campus community about crime prevention strategies
- Presenting educational programs to students, parents, and employees about general safety, sexual violence safety, DUI enforcement, substance abuse, bike safety and education
- Teaching personal protection classes
- Teaching active assailant response classes
- Offering SafeWalk, a CSUPD service that provides a security escort from any campus location to another campus location or a location within three blocks of campus, year- round, from dusk to dawn
- Offering a registry for personal property (more information is at <https://source.colostate.edu/csupd-offers-online-registry-for-valuables/>)
- Educating campus about proactive reporting options to connect people who are struggling with mental health issues or who may be a risk to themselves or others with university resources and alerting campus offices that can address safety concerns presented by these individuals
- Providing a comprehensive resource to all employees regarding campus offices that can help them address people who present safety concerns
- Collaborating with committees and individuals across campus to identify and address safety and security needs for special events, new buildings, and concerns

More information about crime on campus:

- [Safety.colostate.edu](https://safety.colostate.edu), the university's safety website
- Special text alerts shared by the university. Students, faculty and staff may sign up for emergency text alerts. Students sign up via RamWeb at www.RamWeb.colostate.edu. Employees may sign up via the administrative applications portal at <https://aar.is.colostate.edu/>
- Safety alert bulletins describing specific crimes or perpetrators

Campus Security Programs

Building Access

- Most campus buildings and facilities are accessible to members of the campus community, guests, and visitors during normal business hours Monday through Friday, excluding holidays and when the university is closed, such as during a snow day.
- Some buildings are open for designated hours on weekends, such as Morgan Library.
- Exterior doors on campus buildings are locked each evening by Facilities Management. Buildings may be secured at different times based on factors such as night classes, special events, or computer lab times.
- Do not prop building doors open or allow strangers into campus buildings that have been secured.
- Do not lend keys or key cards or leave them unattended in your work or living space.
- Do not give door entry or alarm codes to anyone you don't know or who doesn't have an authorized reason to have the code.
- Report unlocked buildings after hours, problems with locks or security devices, and any other building security or safety issues to the responsible building proctor (contact information is on the Facilities Management website at fm.colostate.edu/proctors), or Facilities Management dispatch, 970-491-0077.
- Emergencies and situations posing an immediate threat to safety should be reported to CSU police immediately by calling 911.

Residence Hall Security

Residence hall security includes the following measures:

- The lobby area is staffed 24 hours a day.
- Lobbies and common areas are open during dining center hours and then accessible only by residents of the building after hours via keycard access.
- Floors and rooms are only accessible by residents with keycard access.
- All common bathrooms on the floors are also secured.
- Residents should not allow strangers access to the building, either by propping doors, lending keys, or opening doors for anyone waiting outside the building.

- Visitors and delivery people may use a house phone located outside the main entrance to contact the appropriate host to gain access, once all entries to the building are locked in the evening.
- All residence hall staff are trained on emergency response and have knowledge of evacuation and safety protocol in the event of an emergency.
- All lobby doors and common areas can be locked down during an emergency to permit access to residents of the building only. The option of locking buildings down entirely to prevent any access into the building is also available.
- CSU Police Department partners with Housing & Dining Services to develop a community-oriented policing program. A full-time, certified police officer is assigned to each residence hall and regularly patrols it to enhance relationships with students and increase security and safety awareness among students.

Campus Planning and Safety

Safety is an important consideration in planning, maintaining, designing, and remodeling of facilities on campus.

- Exterior lighting is an important part of the university's commitment to campus safety. The CSU Police Department monitors exterior lighting and reports issues to Facilities Management.
- Once a year, a comprehensive survey of all exterior lighting, building safety, and security is conducted by CSU police, Facilities Management, and Environmental Health Services.
- The campus community is encouraged to call the CSU police (970-491-6425) or Facilities Dispatch (970-491-0077) when they see a light out or any safety concern. Light posts have numbers on them that help repair people find them. If possible, provide the number when reporting a light out.
- Facilities Management monitors door and security hardware daily. CSU police officers also report defective locking mechanisms to Facilities Management as soon as they are discovered.
- Shrubbery, trees, and other vegetation on campus are trimmed on a regular basis.
- Fencing, roadway, and sidewalk repairs are reviewed and completed at least annually.

The CSU Public Safety Team coordinates and facilitates effective campus disaster preparedness, mitigation, response and recovery activities to minimize the impacts of emergencies on the campus community, facilities and environment. The university maintains written plans and holds regular emergency exercises. This team, made up of members from several campus departments, also coordinates efforts under Homeland Security for the university and makes safety and security policy for campus.

Emergency Blue Light Phones

More than 60 emergency blue light phones are located throughout the campus. These emergency phones ring directly into the CSU Police Department dispatch center by simply pushing a button. Visit www.maps.colostate.edu and click on the menu option for emergency blue light phones for locations.

Crimes on Non-Campus Property

Sororities and fraternities

Greek houses are located off campus and are not owned by the university. Because they are located off campus, they are under the jurisdiction of Fort Collins Police Services. Security in sorority and fraternity houses is managed by a variety of methods and people, and that information is available through the Office of Fraternity & Sorority Life at 970-491-0966.

CSU Student Conduct Services receives reports of crimes that occur in fraternities and sororities that are recognized as student organizations by Colorado State University from the CSU Police Department (which in turn receives crime information from Fort Collins police). Crimes occurring in fraternities and sororities are included in CSU's crime statistics for purposes of reporting under the Clery Act.

Crimes committed in other non-campus locations of officially recognized student organizations are reported to the CSU Police Department by law enforcement agencies from those jurisdictions. In addition, crimes occurring in fraternities and sororities and other recognized student organization locations may be reported to CSU police by campus security authorities. Campus security authorities are individuals designated under the Clery Act as having responsibility to report Clery crimes of which they become aware. Many individuals on campus are considered to be campus security authorities based on their position and responsibilities at the university. For more information about campus security authorities, see <https://police.colostate.edu/files/2018/09/CSA-Powerpoint.pptx>.

Off-campus locations

The CSU Police Department annually receives reports from Fort Collins police of all crimes that occurred within CSU's Clery geography, including CSU property that is not on campus. CSU police officers and dispatchers monitor Fort Collins police radio traffic and view daily crime logs from that agency. Student Conduct Services also regularly receives reports of crimes reported to Fort Collins Police that involve students. For all other CSU property that is not on campus, the CSU Police Department regularly requests annual crime reports from law enforcement agencies.

Emergency Response and Evacuation Procedures

Colorado State University conducts emergency response exercises each year, including tabletop exercises, field exercises, and emergency notification systems tests to assess and evaluate university emergency plans and response. The university tests its notification systems once per semester. Notification system tests help the university prepare for emergencies and dangerous situations.

The university will publicize its emergency evacuation procedures in conjunction with one of these tests through the university-wide online newsletter sent via email. The university annually schedules these drills and exercises by its emergency manager communicating with local agencies, university departments and residence hall staff. Annex U (Exercises) in the Emergency Response Plan describes different types of exercises, how they are set up, rules and procedures and needs assessments. CSU documents, for each test, a description of the exercise, the date, the time and whether it was announced or unannounced. Documentation is available from the Emergency Management Coordinator (970-491-6745).

The Colorado State University Police Department and Public Safety Team have received training in responding to critical incidents on campus.

When a serious incident occurs on campus, CSUPD is usually the first emergency responder on scene. Depending upon the nature of the incident, Fort Collins Police Services, Larimer County Sheriff's Office, Poudre Fire Authority and Poudre Valley Hospital Emergency Medical Services, CSU Environmental Health Services, or federal agencies may respond.

Colorado State University's emergency response plan, at <https://safety.colostate.edu/emergency-response-plan/>, will help the community respond to hazards that may affect safety, health, and campus operations. The plan describes the planned response to emergencies and delineates the roles and responsibilities of departments, divisions, and agencies that are expected to help protect life and property on campus. It also describes how the university works to reduce or eliminate threats to life and property.

Major campus emergencies will be coordinated from an Emergency Operations Center. The Emergency Operations Center will oversee and support field operations, with the Public Safety Team making strategic decisions.

Every employee is responsible for:

- Helping notify the university about risks in buildings and on campus grounds, and educating colleagues about risks in their areas
- Knowing and understanding the building safety plan for the buildings they primarily occupy
- Learning the locations of exit routes, exit stairwells, pull stations, fire extinguishers and automatic external defibrillators, called AEDs
- Knowing and posting emergency phone numbers

- Participating in all fire drills, treating every alarm as an actual emergency and evacuating a building during an alarm
- Learning the needs of anyone for whom you are responsible who may need assistance during an emergency
- Knowing rally point locations
- Calling 911 immediately during an emergency

The university's emergency response plan is at <http://safety.colostate.edu/emergency-response-plan.aspx>. As part of that plan, each building on campus is required to have a building safety plan. The building safety plan contains specific evacuation procedures for that building. In general, evacuation procedures include:

- Faculty who are teaching classes at the time of an emergency are responsible for the orderly evacuation of class participants and should be the last one out of the classroom to verify evacuation for responders.
- DO NOT take time to turn off computers, printers or office lights. Close, but DO NOT lock, office door and windows.
- Gather your personal belongings if it is safe to do so. (Reminder: take prescription medications out with you if possible; it may be hours before you are allowed back in the building.)
- Exit the building through the closest exit. DO NOT use the elevator.
- All personnel should be familiar with exit paths for their areas. REFER TO YOUR FLOOR PLAN and be familiar with the shortest path possible and a secondary exit.
- Proceed in an orderly manner as quickly as possible to the nearest exit and then to the designated rally point. Be alert for individuals with disabilities or injuries who may need assistance. However, under no circumstances should an individual risk or jeopardize his or her personal safety attempting to rescue another person. All occupants who are physically incapable of exiting the building without assistance should go to the nearest stair tower or area of refuge and await rescue. Notify the building proctor or responding emergency personnel of any known individual that may be unable to independently exit the building.
- Stay at the designated rally point until you are instructed to leave. This way an accurate head count can be taken. Faculty and lab assistants are responsible for the students. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel.
- Upon arrival of CSUPD police, the proctor will assist them in as requested or directed. Poudre Fire Authority staff or the Colorado State University police will clear the building, checking elevators, areas for the physically disabled and laboratory areas.
- Emergency alarms being turned off DOES NOT mean the building is clear and safe to re-enter. They are silenced so that emergency response personnel can communicate with each other. DO NOT RE-ENTER THE BUILDING for any reason until instructed to do so by fire department, EHS, or police officials. In case of a full campus evacuation:
 - Evacuate as instructed in emergency announcement.
 - Leave by vehicle unless instructed otherwise.
 - Do not return to campus until instructions are received saying it is safe.
 - Move to designated campus rally points if unable to go home or if you are

instructed to do so.

- Also see the evacuation procedures for fire emergencies described in the section on Fire Safety on Campus and Evacuation Procedures.

Lightning Detection and Warning System

CSU employs a lightning detection and warning system on its main Fort Collins campus. The sensor constantly monitors atmospheric conditions within a two-mile radius that can cause lightning and triggers a horn when conditions that create a danger of lightning exist. The horn “red alert” alarm activates a strobe light on the assembly that begins intermittently flashing, and one 15-second blast from the horns is sounded in all directions that can be heard 700 yards away. This serves as a warning to those within hearing distance to seek appropriate shelter for the duration of the red alert period.

All outdoor activities must cease during red alert periods, and everyone in the area should seek shelter immediately. Appropriate shelter includes surrounding buildings, automobiles, and, when one of those is not available, dense woods or low-lying areas. When the danger has passed (a minimum of 10 minutes after the original alarm), an all-clear signal is given – the strobe light will stop flashing, and three separate, five-second blasts from the horns will sound. After the all-clear signal has sounded, it is safe to resume outdoor activities. However, good judgment should still govern, and if the conditions do not appear to be safe to resume activity, wait until conditions improve. More information about the system is available by emailing EHS@colostate.edu or calling 970-491-4749. *Please note that the lightning system’s horns and strobe lights will be tested the first Tuesday of every month at about 9 a.m.*

Emergency Notifications and Timely Warnings

Emergency Notifications

Under the Clery Act, the university issues emergency notifications to students and employees when certain threatening events take place within CSU's Clery geography.

When is an emergency notification necessary?

Under the Clery Act, the institution is required to notify the campus community as soon as there is reasonable confirmation of a *significant emergency or dangerous situation* occurring on the campus that involves an *immediate threat* to the health or safety of students or employees. The university is not required to alert the campus community if a threat to campus is immediately contained. An *immediate threat* includes an imminent or impending threat, such as an active assailant, approaching tornado, or fire currently raging in one of our buildings. *To report an emergency that presents such a threat, call 911 immediately and identify your location to the dispatcher.*

How does CSU determine if an emergency notification should be issued due to a significant emergency or dangerous situation involving an immediate threat to health and safety?

CSU police immediately gather information upon responding to a report of an emergency or dangerous situation, and evaluate the situation as quickly as possible for any immediate risk to the campus community, such as an active shooter, hazardous material released, fire, or other threat.

Information can be limited in the first moments of a police response, but officers will work to quickly gather initial information from as many people as possible, visually assess the situation, and look for evidence of a crime. If the information available indicates that there is an immediate risk to health and safety of campus, even if a report has not been verified as credible, the responding CSUPD officer or officers will alert their supervisors to request a review for an emergency notification. Supervisors will immediately contact the chief of police or designee with known information for immediate consideration. The chief or designee will initiate the process of sending an emergency alert.

When initiating the process for considering an emergency alert, the chief or designee will consider the overall safety of the campus community and if an immediate threat is reported to exist. The chief or designee also will provide information appropriate to include in the alert about the incident to the public information officer or the information officer's backup to craft the alert. The institution will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system, unless issuing a notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or to contain, respond to or otherwise mitigate the emergency. Information that may harm the victim or compromise emergency response will not be included in an alert. The information officer will verbally read or text the alert copy to the chief or designee for an immediate review for accuracy, and then send out the alert.

When an emergency or dangerous situation is reported to the CSU Police Department, the chief of police or designee will consider the facts known at that time to assess the nature of the emergency, its severity, and the areas or segments of the university community that are endangered.

- When it is confirmed by the university that a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees is occurring on or nearby campus (or other locations as required by the Clery Act), the university will issue an emergency notification.
- The emergency notification is issued immediately upon confirmation that a dangerous situation or emergency exists or is threatened.
- During extreme circumstances, such as an active assailant, CSUPD may send an emergency alert without Public Safety Team input.
- The university weighs possible risk of compromising law enforcement efforts or endangering a victim of a crime before sending an emergency alert.
- If a threat has been immediately contained by law enforcement, or if the incident appeared to be targeted toward specific individuals known to the assailant and there is no threat to other individuals, no warning is issued.

Some examples of situations in which an emergency notification would also be considered include:

- Approaching tornado or other extreme weather conditions
- Gas leak or chemical spill on or near campus
- Terrorist incident on or near campus
- Armed intruder, active assailant or active shooter on or near campus
- Bomb threat on campus
- Explosion or large fire on campus

Determining Segments of the Campus Community to Receive an Emergency Notification

Campus and local first responders provide information to be included in an emergency notification and will help determine what segments of the campus community should receive the notification.

- Generally, all university employees and students will receive alerts, including email messages, and a text message to subscribers. All employees and students are strongly urged to sign up for text alerts; no segment of the university population is automatically enrolled. Students may enroll and verify their information through RamWeb and employees may enroll and verify their information through the Human Resources self-service portal. These alerts are sent any time an emergency is reported that meets the criteria for an emergency alert, including in the middle of the night.

- CSUPD officers may target specific areas or buildings on campus with direct instructions in addition to mass notification or may select only specific buildings in which to share an emergency alert. Timely warnings are shared with the entire campus community.
- The university, through CSUPD and the Public Safety Team, may also post messages about the dangerous condition on the Safety website and the shared CSUPD and Public Safety Team social media accounts (Facebook and Twitter) to ensure the rest of the campus community is aware of the situation and the steps that should be taken to maintain personal and campus safety. If assistance is needed from additional law enforcement or emergency response agencies, they will be contacted by CSUPD to request assistance. Similarly, if local media is helpful or necessary to disseminate any alerts, such outlets will be contacted by CSUPD or university communications personnel.
- In some cases, the main university social media accounts also will share emergency information.

Timely Warnings

When is a timely warning necessary?

When a Clery category crime is reported to CSU police, the report is assessed for whether a serious or continuing threat is present. CSU is responsible for issuing a timely warning if a Clery Act crime has been reported and CSU determines there is a serious or continuing threat to the campus community. The Clery Act does not define “timely,” but the intent of the warning is to promptly provide information to people to help them prevent or protect themselves from similar crimes. Timely warnings are issued on a case-by-case basis to help reduce the risk of a campus community member becoming the victim of a similar crime. Warnings sometimes are issued before complete information is available and before police can determine if a report is credible.

How are timely warnings issued?

Once an initial report of a crime has been received that may fit the criteria for a timely warning, CSUPD and members of the Public Safety Team will determine if a timely warning should be issued. Determining if a timely warning will be sent depends on the information reported, the timing of the report (if the report is made after a threat has passed), and if continuing concern to the campus community is probable.

Timely warnings may be issued to the entire campus community through:

- The CSU emergency email system sends emails to all students and employees, and no one can opt out of receiving messages.
- Postings to the Safety website, www.safety.colostate.edu.
- The CSU emergency text alert system. Students and employees must sign up for text. This system is generally reserved for emergency notifications. Students and employees are strongly encouraged to sign up for the university’s emergency text notification system and to periodically check to make sure that their mobile number in the system is correct. Students may enroll and verify their information through RamWeb and employees may enroll and verify their information through the Human Resources self-service portal. It only

takes a few moments to sign up for alerts, and doing so may help save your life or the life of another.

- Fliers sent to specific offices or areas of campus where the threat is targeted and not immediate.

Warnings may also be posted on one or more of the university's social media sites, or by sharing paper notices to specific audiences on campus that may be threatened.

Procedures Used to Issue an Emergency Notification or Timely Warning

As to both emergency notifications and timely warnings, as soon as the emergency has been confirmed, university communications staff and the CSUPD Public Information Officer will work with the Chief of Police to determine the content of a notification message and send it. When time allows, two members of the Public Safety Executive Team will approve the message.

Emergency notifications or timely warnings will be directed to the university community by using one or more of the following:

- The CSU emergency email system
- Emergency text alert system
 - Students and employees must sign up for text alerts – no individuals are automatically enrolled
 - All emergency text alerts from CSU start with "CSU alert:"
 - Characters are limited, so alerts may be broken into more than one message and are denoted as "CSU alert 1," "CSU alert 2," etc.
- By posting to the CSU safety website
- CSUPD and Public Safety Team shared social media outlets

Depending upon the level of threat and context of the emergency, messages may also be shared via:

- Outdoor digital signs across campus
- Reverse 911 calls
- Cable television messages
- University homepage at www.colostate.edu
- Main university social media accounts
- University's online newsletter SOURCE at SOURCE.colostate.edu
- Parent & Family online newsletter (<https://parentsandfamily.colostate.edu/>) and social media accounts (called Colorado State Parents & Families on Facebook)
- CSU status recorded line 970-491-7669

Emergency email and text notification systems will be tested periodically (usually three times per year after student census), using test messages.

To determine who receives an alert, CSUPD, the Office of General Counsel and the public information officer will consult about whether a risk is contained to a specific population or area of campus and the type of alert being issued. Timely warnings will be sent to the entire campus community. Emergency notifications may be segmented depending on the nature of the emergency. The university can share an emergency notification via email with only students or only employees, or target certain geographical areas of the university with printed fliers or verbal instructions if a situation warrants. These notifications can be expanded to include other segments or the entire campus as the situation unfolds. The entire campus will be notified if a threat is not contained to one geographical location or one population. The university's text and other electronic alert systems generally do not segment populations, but send to all campus members who are enrolled to receive them.

The decision to issue an emergency notification may be made by the CSU chief of police, an officer expressly authorized by the chief of police, or by the Public Safety Team. Because of the urgent nature of these notices, the university's primary objective will be to confirm whether or not such emergency conditions exist as quickly as possible, and, taking into account the safety of the community, determine the content of the notification and initiate the notification system without delay.

Determining the Contents of the Emergency Notification or Timely Warning

- The chief of police or designated officer, CSUPD public information officer and two members of Public Safety Team Executive Team (most commonly the President's chief of staff and the general counsel, or their designees if they are not available) will determine the content of the message. These individuals will rapidly discuss known facts that can be released without compromising a police investigation.
- When possible, messages will be quickly developed for each specific incident and include as much detail as can be released.
- In addition, the university has developed a wide range of template messages addressing several different emergency situations so that those creating the messages may select the template message most appropriate to the ongoing situation and modify it to address the specifics of the incident.

Those issuing the notification will use the following guidelines when determining the contents of the emergency message:

- Initial alerts warn all or part of the campus community of a danger and the actions they should take to safeguard their safety.
- Information pertaining to the reported incident will be screened to include the most information as possible, based on what occurred, where it occurred, and when it occurred.
- To achieve this, alerts will include descriptive phrase or word about the incident (such as robbery, assault, or hazardous materials spill), the location where an incident was

reported to have occurred, the time of the incident or threat, and information that may assist with police response, such as a suspect description.

- Messages distributed in the early stage of a rapidly unfolding critical incident will generally be short, precise, and directive. Examples include: “CSU Alert: Assault reported outside of the south entrance to the Lory Student Center. Suspect is white female wearing a pink shirt, jeans. May be armed with a tire iron.”
- Subsequent messages may be sent to inform the campus community about additional details of the situation if new information becomes available. These messages are generally distributed once first responders have additional information about the dangerous situation. Examples include: “CSU Alert 2: Suspect last seen running south through Lory Student Center plaza. Call 911 if suspect seen. When available updates at www.safety.colostate.edu.”
 - When possible, an all-clear notice is sent once the situation is nearly or completely resolved.
 - The purpose of this message is to reassure the community that the university is working diligently to resolve the dangerous situation.
 - It can also be used to provide additional information about the situation and where resources will be available.
 - The notification goal is to ensure individuals are aware of the situation and that they know the steps to take to safeguard their personal and community safety.
 - Some situations do not reach a clear resolution, such as the location and arrest of a suspect, so it is not possible to always issue an all-clear.

If the situation warrants, the university will establish a telephone call-in center staffed by university specialists to communicate with the campus community during an emergency.

In all emergency notifications and timely warnings, the university will follow procedures to assure that the names or identifying characteristics of crime victims are not publicly disclosed, including a review of the alert content by members of the Public Safety Team or the Chief of CSU Police Department.

Sharing Information with the community outside of campus

- When all students receive an emergency alert, Student Affairs will share the content of that alert through its Parents and Family newsletter.
- The university also will post the text of all emergency alerts that are shared with the majority of the campus community on its safety website at www.safety.colostate.edu.
- Emergency alerts shared with only a geographical or segmented portion of the campus population will generally not be shared online.
- The content of emergency alerts is generally also shared via the Public Safety Team and CSU Police Department joint social media accounts.
- When a timely warning is shared with the campus community, the university will post the content of the warning on its safety website.

Missing Student Policy and Official Notification Procedures

CSU's missing student notification policy and official notification procedures apply to students who reside in on-campus housing.

If anyone believes that any CSU student who resides in on-campus housing is missing for more than 24 hours, he or she should immediately notify the CSU Police Department at 970-491-6425. A person also may report that a student is missing to a residence hall advisor or director or to the Residence Life main office at 970-491-4719. All missing student reports must be immediately referred to CSUPD (in any case, no more than 24 hours after the report is received). Residence Life will alert CSUPD within 24 hours of determining that a student is missing, as required by law.

When a student is reported missing, CSU will investigate to determine if the student is missing, including taking any or all of the following steps:

- Contacting the student via e-mail and phone
- Conducting a welfare check into the student's room or apartment
- Contacting the student's designated confidential contact person or designated emergency contact person
- Contacting others who may know the student such as parents, guardians, roommates, club advisors, friends, floor mates, club members, and friends
- Contacting employers and associates
- Contacting the student's professors
- Attempting to locate the student's vehicle
- Searching campus locations to find the student
- Sharing the student's picture and requesting assistance from the community in obtaining pertinent information
- Checking the student's social media sites
- Any other investigative measures as determined by CSU and law enforcement officials

CSUPD may consult with university offices in determining whether a student is missing, who is the appropriate party to initiate contact with the student's emergency or designated confidential contact person, and any other actions that may be appropriate regarding the missing student.

CSU notifies all students who reside in on-campus housing that they may designate a confidential contact person to be notified no later than 24 hours after the student is determined to be missing. Students designate this person by completing the confidential contact form provided when they first move into the residence halls and may change their designation at any time by going online in the residence hall intranet system (students must be logged in to make changes). The confidential contact information provided by the student is accessible only to authorized campus personnel, including law enforcement, and may not be disclosed to anyone else. If the student does not register a confidential contact person, then the student's designated emergency contact person or people shall be contacted.

The university will contact the parents, custodial parent or guardian of all unemancipated students younger than 18 who reside in on-campus housing within 24 hours, in addition to contacting the confidential contact person designated by the student.

CSU will notify all students living in on-campus housing that, if they are determined to be missing for more than 24 hours, the institution will initiate the following official notification procedures:

- The university will notify the confidential contact person identified by the missing student within 24 hours after determining that the student is missing.
- If the missing student is an unemancipated minor younger than 18, the student's custodial parent or guardian as identified in CSU records will also be notified within 24 hours from the time the student is determined missing.
- CSUPD will notify Fort Collins Police Services or another appropriate local law enforcement agency where the student's off-campus residence is located.

Interpersonal Violence Education and Response: Sexual Assault, Domestic Violence, Dating Violence and Stalking

The University prohibits sexual assault, domestic violence, dating violence and stalking.

Definitions You Should Know

Sexual assault means an actual or attempted sexual contact with another person without that person's consent. Sexual assault includes, but is not limited to:

- Any sexual contact when the victim is unable to consent.
- Intentional and unwelcome touching, coercing, forcing, or attempting to coerce or force another to touch a person's intimate parts (defined as genital area, groin, inner thigh, buttocks, or breast).
- Sexual intercourse without consent, including acts commonly referred to as rape.
- Consent is defined under Colorado law as "cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act. A current or previous relationship shall not be sufficient to constitute consent under the provisions of this [statute]. Submission under the influence of fear shall not constitute consent." [C.R.S. §18-3-401(1.5)].
 - CSU's policy is: "Consent to sexual activity is consent that is informed, knowing and voluntary. Consent is active, not passive, and requires cooperation in act or attitude pursuant to an exercise of free will and with knowledge of the nature of the act. Silence, in and of itself, cannot be interpreted as consent. Sexual activity with someone known, or who should be known, to be mentally or physically incapacitated by alcohol or other drug use, unconscious or in a state of blackout, or otherwise unable to give consent, is not valid consent. A person is considered to be incapable of giving consent when the person lacks the cognitive ability to make an important life decision, and this measure applies even when the same persons have engaged with one another in consensual sex in the past." CSU Policy on Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Domestic Violence, Dating Violence, Stalking, and Retaliation (<http://policylibrary.colostate.edu/policy.aspx?id=710>)

Domestic violence includes felony or misdemeanor crimes of violence committed by someone who is a:

- Current or former spouse or partner of the victim
- Person with whom the victim shares a child in common
- Person who is cohabitating with or has cohabitated with the victim as a spouse or partner
- Person similarly situated to a spouse of the victim under the domestic or family violence laws of Colorado
- Or any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction

Dating violence means violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the impacted party, and where the existence of such a relationship is determined based on a consideration of the following factors:

- Length of the relationship
- Type of relationship
- Frequency of interaction between the people involved in the relationship

Colorado requires a mandatory arrest in certain circumstances. Where an officer has probable cause to believe that an individual has violated a valid restraining order, or where an officer has probable cause to believe that a crime of domestic violence has been committed an arrest is mandated; officers have no discretion. Often, police receive calls from the victims, from friends, or from concerned neighbors who hear the noise of an argument or fight.

Stalking means engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for his or her safety or the safety of others, or suffer substantial emotional distress. Examples of stalking are:

- Following you and showing up wherever you are
- Sending unwanted gifts, letters, cards, text messages, social media messages, or e-mails
- Damaging your home, car, or other property
- Monitoring your phone calls or computer use
- Using technology, like hidden cameras or global positioning systems, to track you
- Driving by or hang out at your home, school, or work
- Threatening to hurt you, your family, friends, or pets
- Finding out about you by using public records or online search services, hiring investigators, going through your garbage, or contacting friends, family, neighbors, or co-workers
- Posting information or spreading rumors about you on the internet, through social media, in a public place, or by word of mouth
- Other actions that control, track, or frighten you

Stalking is a crime in Colorado and is on the rise in many academic settings. Colorado law [C.R.S. §18-3-602)] defines stalking as follows:

A person commits stalking if directly, or indirectly through another person, the person knowingly commits one or more of these acts:

1. Makes a credible threat to another person and, in connection with the threat, repeatedly follows, approaches, contacts, or places under surveillance that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship.
2. Makes a credible threat to another person and, in connection with the threat, repeatedly makes any form of communication with that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship, regardless of whether a conversation ensues.

3. Repeatedly follows, approaches, contacts, places under surveillance, or makes any form of communication with another person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship in a manner that would cause a reasonable person to suffer serious emotional distress and does cause that person, a member of that person's immediate family, or someone with whom that person has or has had a continuing relationship to suffer serious emotional distress. For purposes of this paragraph, a victim need not show that he or she received professional treatment or counseling to show that he or she suffered serious emotional distress.

Phases of stalking can include a number of behaviors. If you believe you are being stalked, let someone know. Document all activities related to the person who you believe may be stalking you and report the incident to the police. Don't discount the situation and ignore red flags. Trust your judgment. If a situation doesn't feel right, ask for help.

Reporting Interpersonal Violence

Victims are not required to report to law enforcement to receive assistance. However, reporting enables the university to take action to prevent a recurrence and protect both the victim and the campus community. Anyone who may be the victim of sexual harassment, sexual misconduct, relationship violence, or stalking, or who is a bystander observing such behavior, is encouraged to report it.

Victims of sexual assault, domestic violence, dating violence, or stalking who engage with the Office of Support and Safety Assessment or Women and Gender Advocacy Center are informed that they have several options available to them for involving law enforcement and campus authorities:

Report the incident to the police

- The victim or bystander may make a report to the CSU Police Department whenever a person has been impacted by one of these crimes. In an emergency or when threat of harm is imminent, immediately call 911. In non-emergencies, contact CSU police at 970-491-6425, or file a report online at www.police.colostate.edu/crime-reporting. You may also go in person to the CSU Police Department in Green Hall.
- For crimes occurring off-campus, contact law enforcement for the local jurisdiction. Fort Collins Police Services may be reached at 970-221-6540. When a police report is made, the police will interview the person making the report, the victims, any witnesses, and the person or people alleged to have committed a crime.

Receive assistance in reporting the incident to the police

- In an emergency, call 911.
- When there is not an immediate threat to safety, call CSU police non-emergency number at 970-491-6425.

- For help in making a report to law enforcement, contact the Office of Support and Safety Assessment by calling 970-491-7407. They will explain the steps required and what is involved, and will contact the appropriate law enforcement agency on your behalf to help you make the report.
- Assistance may also be obtained by contacting Student Legal Services at 970-491-1482, or Women and Gender Advocacy Center at 970-492-4242.

Decline to contact law enforcement, but still get help

- The Office of Support and Safety Assessment provides resources and referrals to support services, law enforcement, and the Student Conduct Services, and can help a victim seek protective measures such as no-contact orders and restraining orders.

Victims are informed in writing that CSU's Student Conduct Services (970-491-7165 or email SRCenter@colostate.edu) can issue no-contact orders to a student who is alleged to have committed discrimination, harassment, sexual harassment, sexual misconduct, relationship violence, stalking, or retaliation. No-contact orders and other protective interim measures may be issued by the Student Resolution Center at CSU (see "Accommodations and Protective Measures against Interpersonal Violence" in this report). Criminal and civil courts can also issue restraining orders and other protective orders to crime victims, whether before, during, or after a criminal or civil trial (for example, by prohibiting the alleged perpetrator of the crime from having any contact with, or being within a certain distance of, the victim). Restraining orders are obtained by petitioning the local court for the jurisdiction, and assistance with the process may be provided through Women and Gender Advocacy Center or Student Legal Services.

- Any accommodations or protective measures provided by the university to the victim will be maintained as confidential, to the extent that maintaining confidentiality would not impair the ability of the institution to provide such measures.
- To file a request for each of these options, students may contact Support & Safety Assessment or Student Resolution Center.
- The Office of Equal Opportunity (970-491-5836) also assists employees who have been impacted by these crimes.

Report confidentially

- In addition to the above reporting options, students may seek support and guidance from confidential campus resources that maintain the confidentiality of the victim or other person reporting:
 - Women and Gender Advocacy Center, 112 Student Services Building and 234 Lory Student Center, 970-491-6384
 - Victim Assistance Team 970-492-4242
 - CSU Counseling Services 970-491-6053 (available to students who pay fees)

- Women's Clinic at CSU Health Network 970-491-1754 and the CSU Health Network 970-491-7121 (available to students who pay fees)
- For employees, confidential resources include:
 - Office of the Ombuds and Employee Assistance Program by calling (970) 491-1527 or 1-800-497-9133, or online at <http://ombudsandeap.colostate.edu>

These confidential resources do not report the complainant's personal information or identity, but must report the occurrence of the incident if it relates to a crime covered under the Clery Act for purposes of compiling statistics.

Off-campus resources:

- Sexual Assault Victim Advocate Center, Fort Collins Office at 970-472-4204 or 24-hour Rape Crisis Hotline, 970-472-4200 or 1-877-352-7273
- Crossroads Safehouse in Fort Collins, 970-482-3502 or 1-888-541-SAFE (7233)

Victim Confidentiality

CSU recognizes the often-sensitive nature of sexual assault, domestic violence, dating violence, and stalking incidents. CSU offers confidential resources and protects the privacy of any individual who makes a report to the extent possible, while also meeting any obligations related to the investigation and response to known reports to protect the victim, prevent a recurrence or protect campus safety.

- Information about reports will only be shared with university personnel as needed to investigate and effectively respond to the report. Every effort will be made to limit the scope of information shared to keep it to a minimum of detail, and only when deemed necessary.
- Reports made to medical professionals, licensed mental health counselors, and Victim Assistance Team members and the Women and Gender Advocacy Center will not be shared with any third parties except in cases of imminent danger to the victim or a third party, or when abuse of someone currently under 18 is reported.
- Advocates receive special training in the physical, psychological, and legal ramifications of sexual assault.
- Advocates are bound by state statute to maintain strict confidentiality. All publicly available records kept by the university will maintain the confidentiality of the victim and any other necessary parties, to the extent allowed by law.
- Information gained as part of victim advocacy must be treated confidentially and cannot be released without the victim's permission.
- Advocates will provide information about options related to crime reporting, but the final decision is up to the individual victim.

Information about Registered Sex Offenders

Information about sex offenders currently registered at the university is available at the CSU Police Department Records Section during normal business hours.

- Information about offenders registered at Fort Collins Police Services or the Larimer County Sheriff's Office are available at those agencies.
- The state of Colorado convicted sex offender website is <http://www.sor.state.co.us>.

Additional Resources

- Executive Director of Support & Safety Assessment and Title IX Programs/Title IX Coordinator 970-491-7407
- Colorado State University Police Department 970-491-6425
- Director of Student Case Management & Referral Coordination 970-491-8051
- Office of Equal Opportunity 970-491-5836
- In the case of an emergency or ongoing threat, get to a safe location and call 911. You also can text 911 from anywhere in Larimer County.

Discipline against University Community Members Found to be Responsible for Committing Interpersonal Violence

CSU strictly prohibits all acts of sexual assault, domestic violence, dating violence, and stalking through its Student Conduct Code (<https://resolutioncenter.colostate.edu/conduct-code/>) and its Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Domestic Violence, Dating Violence, Stalking and Retaliation Policy (<http://policylibrary.colostate.edu/policy.aspx?id=710>).

In addition to facing criminal investigation and prosecution, students, employees and other affiliates may also be subject to university investigation and disciplinary action from the university. Students or employees found responsible for having committed interpersonal violence face discipline up to and including permanent expulsion, termination of employment, suspension, probation, education requirements, and related discipline.

When there is evidence that a student may have committed acts of interpersonal violence, Student Conduct Services initiates disciplinary proceedings. The university investigates allegations of interpersonal violence against a student regardless of the geographic location of where the incident occurred: on or off campus, in Colorado, another state or in an international location.

The university may receive information about these situations from a variety of sources including:

- CSU police
- Other law enforcement agencies
- University offices such as the Office of Support & Safety Assessment
- Reports from the victim or bystanders

In addition, a complaint regarding student behavior may be filed with the Student Conduct Services online (<https://resolutioncenter.colostate.edu/conduct-services>) by phone (970-491-7165), or in person (501 W. Lake St., Suite A, Aggie Village Walnut, Fort Collins, CO 80523-8015).

For an overview of the sexual misconduct and interpersonal violence investigation and adjudication process, see <http://supportandsafety.colostate.edu/process>. In all cases, whether involving a disciplinary process for students or employees, the university will provide a prompt, fair and impartial process from the initial investigation to the final result.

Proceedings Involving Students

CSU proceedings involving students include:

- Investigations into incidents involving students are conducted within approximately 60 days by the Office of Support and Safety Assessment, unless circumstances merit additional time to gather all relevant information to support an informed final report.
- Both impacted (the complainant or victim) and responding (the accused) parties are provided periodic reports and updates regarding the investigation's status.

- Upon completion of the investigation, the report is reviewed by Student Conduct Services to determine if disciplinary proceedings against a responding student are supported by the report.
- If disciplinary proceedings are appropriate, written notice will be provided to the student regarding the alleged conduct and violations of the Student Conduct Code, and a hearing will be scheduled.
- A hearing officer from Student Conduct Services will conduct a hearing with the student and any advisor or witnesses and determine if a responding student is responsible for violating the interpersonal violence policy and the Student Conduct Code.
- Determinations are made using the preponderance of the evidence standard, which means that it is more likely than not that the alleged misconduct occurred.
- In all proceedings, including any related meetings or hearings, both the impacted party and responding party are entitled to the same opportunities to have others present at the hearing. This includes the right to be accompanied by an advisor of their choice.
- Both parties are informed in writing of the outcome of the proceeding within approximately ten business days, unless circumstances require more time to finalize the decision. The parties are also informed of the procedure and timeframe in which to file an appeal of the outcome, of any change to the results that occur prior to the time that they become final, and when such results become final.
- Disclosure of the outcome is made to both parties, simultaneously, in writing; each individual is free to share or not share the details with third parties.
- Students found responsible for interpersonal violence face university disciplinary consequences and are subject to measures to protect the impacted party. These consequences and measures can include written warnings, a university notification to parents or legal guardians, required participation in educational programs, limitations on university activities, fines, restitution, no-contact orders, probation from living in any on-campus property or removal from university housing, academic suspension, probation, suspension and permanent expulsion.
- All investigations and proceedings are conducted by officials who receive annual training on interpersonal violence investigation, how to conduct an investigation, and how to conduct a proceeding in a manner that protects the safety of victims and promotes accountability.

For additional information about student conduct proceedings please consult the Student Conduct Code available at <https://resolutioncenter.colostate.edu/conduct-code>. For additional information about employee conduct issues, contact Human Resources at www.hrs.colostate.edu or 970-491-6947.

Proceedings Involving Employees

To file a complaint involving an employee for sexual harassment, sexual assault, domestic violence, dating violence, or stalking, complainants must contact the Office of Equal Opportunity (970-491-

5836, <http://oeo.colostate.edu>). State and university policies and procedures are followed. Procedures for complaints involving an employee include:

- For allegations of misconduct of a tenured faculty member, these procedures are set forth in the Academic Faculty and Administrative Professional Manual, in section E.15 (<https://facultycouncil.colostate.edu/faculty-manual/>).
- For allegations against an administrative professional or non-tenured faculty member, disciplinary action up to and including termination of employment follows procedures described in the CSU Policy on Administrative Professionals and Non-Tenured Academic Faculty (<http://policylibrary.colostate.edu/policy.aspx?id=459>).
- For state classified employees, procedures are prescribed by state law and managed by Human Resources in accordance with the Human Resources Manual, Section 3 <http://www.hrs.colostate.edu/pdfs/HRS%20Manual%20-%20Human%20Resource%20Services%20-%20Colorado%20State%20University.pdf>.
- In all cases, to initiate a disciplinary action involving an employee for sexual harassment, sexual assault, domestic violence, dating violence, or stalking, complainants must contact the Office of Equal Opportunity (970-491-5836, <http://oeo.colostate.edu>). Disciplinary measures for employees may include written reprimand, corrective actions, demotion, salary reduction, and termination of employment.
- The Office of Equal Opportunity will conduct an investigation of all complaints involving sexual assault, domestic violence, dating violence, or stalking. Sexual harassment complaints, depending on the allegations, may be addressed through an informal process. Procedures for both informal and formal complaints are described in detail on the Office of Equal Opportunity website (<http://oeo.colostate.edu>).
- All investigations and proceedings are conducted by officials who receive annual training on interpersonal violence investigation, how to conduct an investigation, and how to conduct a proceeding in a manner that protects the safety of victims and promotes accountability.
- Both the accuser and the accused will be provided notification simultaneously, in writing, of the result of the disciplinary proceeding involving sexual assault, dating violence, domestic violence, or stalking.
- Disciplinary proceedings will be conducted by officials who, at a minimum, receive annual training on the issues related to dating violence, domestic violence, sexual assault and stalking, as well as how to conduct an investigation and hearing process that protects the safety of victims and promotes accountability.
- Determinations are made using the preponderance of evidence standard, which means that the standard for a decision is it is more likely than not that an alleged misconduct occurred.
- A complete description of the notice, hearing and appeal procedures for proceedings involving employees is located on the Office of Equal Opportunity website, <https://oeo.colostate.edu/discrimination-complaint-procedures/>.
- Both the victim and the accused will be advised of the procedures for obtaining an appeal or administrative review of the final outcome of the disciplinary

proceeding and any change to the outcome that results from such appeal or review.

- Disciplinary measures for employees may include written reprimand, corrective actions, demotion, salary reduction, and termination of employment.

Notification of Victims' Rights and Options

Every reported victim of an incident of sexual assault, domestic violence, dating violence, or stalking covered by university policy, whether the incident occurred on or off campus, will receive written notification of options and rights. These options and rights apply to both students and employees, although the specific options may be different in each case. These include:

- Both parties receive a copy of the policy and procedures and notice of the specific nature of the allegations against the responding party.
- Victims receive information about:
 - Protective interim measures.
 - The resources available to victims including the Employee Assistance Program and Ombuds Office, and Women and Gender Advocacy Center.
 - How to make a report to the police, if the victim has not already done so.

The university provides support to people who have been the victims of any crime or violation of university policy. People who have been victimized by a university student may choose to report the incident to the CSU police or to Student Conduct Services to initiate criminal or disciplinary action. In addition to any action deemed necessary by CSU police, a report will also be forwarded to Student Conduct Services for consideration of disciplinary action against a student.

Colorado State University will provide victims of crime, including crimes of sexual assault, domestic violence, dating violence, and stalking, with the best possible care and services. CSU will provide written notification to students and employees about support and services available to them, including:

- Physical and mental health services
- Victim advocacy services
- Legal assistance
- Visa and immigration assistance
- Student financial aid
- Help with academic issues that may arise
- Changes to living situations
- Help with transportation situations
- Help with employment situations
- Protective interim measures
- Other services available for victims, both within the university and in the community

The above support and services are available to victims whether or not they choose to report the incident to law enforcement. To learn more about these support services and the option to have changes made to a victim's situation, contact the office of Support & Safety Assessment (<http://supportandsafety.colostate.edu/>, 970-491-7407).

The resources and services at Colorado State University include:

- CSU Police Department 970-491-6425

- Sexual Assault Victim Assistance Team 970-492-4242
- CSU Health Network 970-491-7121 (available to students who pay fees)
- Counseling Services 970-491-6053 (available to students who pay fees)
- Support and Safety Assessment 970-491-7407
- Student Conduct Services 970-491-7165
- Student Legal Services 970-491-1482 assists students who are victimized by crime, including assistance with non-immigrant U visas through a free initial consultation and a referral to an immigration attorney. Student Legal Services will advise victims regarding legal and university processes, victim impact statements for the prosecutor's office, no contact orders, civil protection or restraining orders, and the like. When Student Legal Services has a conflict of interest preventing assistance for a victim, the office will assure that the student is put in contact with the victim advocacy program through the District Attorney's office. If there are other areas of need not served by that program, Student Legal Services may refer a victim for an initial advisement by a community attorney at no charge to the student.
- Office of International Programs 970-491-5917 also provides assistance with visas to return to the United States after an absence, and referrals to immigration attorneys.
- Office of Financial Aid 970-491-6321
- Registrar's Office 970-491-4860

Resources available in the community include:

- SAVA - Sexual Assault Victim Advocate Center 970-472-4204
- Crossroads Safehouse 970-530-2353
- RAINN - Rape, Abuse & Incest National Network 1-800-656-HOPE (4673)

CSU police will investigate reports of crimes and can provide options for pursuing criminal or civil charges, or university discipline against the assailant. Crimes reported anonymously will also be investigated.

Victims who receive personal support from university resources can expect:

- To be treated with respect
- To have confidentiality maintained (within the bounds of the law and university policy)
- To have university or criminal proceedings fully explained
- To receive assistance in relocation within or to other housing if desired
- To receive referral information for support services
- At the victim's request, to receive university cooperation in using university procedures to deter harassment or retribution

If university disciplinary action is initiated, the victim can expect:

- To be notified of scheduled disciplinary proceedings
- To be apprised of potential hearing outcomes
- To attend the disciplinary hearing as a witness, if requested by the accused, hearing officer, or panel, or if the victim desires to do so

- To be accompanied by an adviser or support person at the hearing
- To provide a victim impact statement for consideration by the hearing officer or panel
- To be informed of the outcome of the hearing
- At the victim's request, to be informed (to the extent permitted by law) of the impending return of the perpetrator to campus, if the conditions of the suspension or dismissal were met prior to the victim's departure from campus

The university will, upon written request, disclose to the alleged victim of a crime of violence or a non-forcible sex offense, the report on the results of any disciplinary proceeding conducted by the institution against a student who is the alleged perpetrator of such crime or offense. If the alleged victim is deceased as a result of such crime or offense, the next of kin of such victim shall be provided notice.

Brochures detailing victims' rights in crimes, published by the Larimer County District Attorney, are available at all local law enforcement agencies including CSUPD. CSUPD also carries information about campus resources for students.

Procedures Victims Should Follow

When an incident of sexual assault, domestic violence, dating violence, or stalking is reported, victims are informed by WGAC (www.wgac.colostate.edu, 970-491-6384) or Support and Safety Assessment (<http://supportandsafety.colostate.edu/>, 970-491-7407) that it is important to preserve evidence so that a successful criminal prosecution remains an option. This also aids in any action to obtain a protective order. The victim of a sexual assault should not wash, douche, use the toilet, or change clothing prior to a medical exam – which is important both to address any health issues that may arise and so that evidence may be collected. Any clothing removed should be placed in a paper, not plastic, bag.

When an incident of interpersonal violence occurs, consider:

- Documenting evidence of violence, such as bruising or other visible injuries, by taking photographs.
- Evidence of stalking including any communication, such as written notes, text messages, emails, voice mail or other communications should be saved and not altered in any way.
- A victim does not need to make a formal report to law enforcement or Colorado State University to access support resources, including confidential campus and community resources.
- While confidential resources may encourage a victim to report the incident to police, these offices will maintain confidentiality and not share identifying information with police.
- Confidential campus resources include:
 - Victim Assistance Team 970-492-4242
 - Women and Gender Advocacy Center 970-491-6384
 - Women's Clinic at CSU Health Network 970-491-1754 (available to students who pay fees)

- Health Network Counseling Services 970-491-6053 (available to students who pay fees)
- Confidential community resources include:
 - SAVA - Sexual Assault Victim Advocate Center 970-472-4204
 - Crossroads Safehouse 970-530-2353
 - RAINN - Rape, Abuse & Incest National Network 1-800-656-HOPE (4673)

About Support Offered by the CSU Women and Gender Advocacy Center

The CSU Women and Gender Advocacy Center (970-491-6384, www.wgac.colostate.edu) provides ongoing advocacy for survivors of interpersonal violence. The center provides support around legal, medical, emotional, academic, and campus disciplinary options and concerns, and will go with a survivor to on-campus or off-campus services, including to the police or hospital. The Women and Gender Advocacy Center also trains and oversees the CSU Victim Assistance Team.

The university provides a Victim Assistance Team free of charge to students who are the victims of interpersonal violence.

- Victim advocates receive special training on the physical, psychological, and legal ramifications of sexual assault.
- Advocates are bound by state statute to maintain strict confidentiality.
- Any information a victim's advocate learns while supporting a victim must be treated confidentially and cannot be released without the victim's permission.
- Advocates will provide information about options related to crime reporting, but the final decision is up to the individual victim.
- The Victim Assistance Team confidentially supports campus community members who have experienced interpersonal violence.
- Advocates receive special training in the physical, psychological, and legal ramifications of interpersonal violence.
- Team members on call 24 hours a day, every day of the year.
- Request an advocate by calling 970-492-4242.
- Contacting the team does not require the caller to make a police report.
- General information regarding Victim Assistance Team can be obtained by calling the Women and Gender Advocacy Center at 970-491-6384.

Date rape drugs

For information on date rape drugs like GHB, Rohypnol, or Ketamine, contact:

- Health Education and Prevention Services (970) 491-1702
- Women and Gender Advocacy Center (970)491-6384

How to reduce your risk:

- Always keep your beverage in sight.
Don't leave it while dancing or going elsewhere.
- At a bar or club, accept drinks only from the bartender or server.
- Avoid group drinks, punch bowls, or drinks being passed around.
- Open your own containers.

If you experience the following symptoms, tell someone immediately or go to the hospital (or CSU Health Network if your symptoms occur during business hours):

- Dizziness
- Vomiting
- Extreme drowsiness
- Time that can't be accounted for and can't be attributed to anything else
- Any other unexplained symptoms

If you choose to report the incident to law enforcement authorities and believe you were drugged via a beverage, try to retain a sample of the beverage

- Victim Assistance Team advocates work closely with victims and campus and community law enforcement agencies. This includes assisting victims of sexual assault in reporting these crimes to the police if they choose to do so.
- CSU advocates are informed on medical, law enforcement, legal procedure, and campus disciplinary options and can provide other referral sources to help ensure interpersonal violence victims receive the services they want or need, such as counseling.
- Advocates will provide information about options related to crime reporting, but the final decision is up to the individual victim.

The city of Fort Collins also provides a team that can assist employees and other members of the community free of charge. More information is available at <https://www.fcgov.com/police/victims-assistance.php>.

Personal Safety Tips

Be alert for unhealthy dynamics in relationships.

- Avoid people who do not allow you to make decisions for yourself – who make you feel you “owe them” something.
- Because of the frequency of acquaintance sexual assaults in campus communities, it is best to be very explicit with dates about how intimate you expect the relationship to be.
- The vast majority of sexual assaults reported within the CSU community are committed by someone the survivor knows (more than 95 percent).
- Do not assume that a person knows what you are comfortable with. Unfortunately, some people believe that consent to any level of intimacy implies consent to sexual intercourse. This is not true – anyone can say “no” or “stop” at any time. Silence never equals consent.
- Often, assailants target victims who have been using drugs, alcohol or other intoxicants because of their increased vulnerability. In Colorado, it is a criminal offense to have sexual contact or intercourse with someone who has been using drugs, alcohol or other intoxicants if they are unable to indicate their consent or lack of consent.
- In some instances, drugs are used that impair someone’s ability to know what is going on and to subsequently make them more vulnerable to sexual assault. Drugs like GHB or Rohypnol (roofies) can be secretly slipped into a beverage, nonalcoholic and alcoholic drinks alike. The drug has no smell or taste and generally no color. These drugs can be present at bars and clubs, but also at parties and intimate gatherings. The reality is that date rape drugs can be slipped into your drink at any social setting.
- Some people also intentionally coerce their intended victim to become intoxicated on alcohol.

- Victims of sexual assault are not at fault for what has been done to them, whether drugs, alcohol or other intoxicants were used or not. The perpetrators of this crime are fully responsible for their illegal behavior.

Accommodations and Protective Measures against Interpersonal Violence

Whether or not a report is made to law enforcement or the victim wishes to pursue any formal action through CSU, if a report of an incident of sexual assault, domestic violence, dating violence, or stalking is received, CSU is committed to providing a safe learning and working environment.

CSU prohibits interpersonal violence and has strong policies and procedures for responding to these incidents.

Student accommodations and protective interim measures

Following an alleged offense of interpersonal violence, CSU will comply with a student's reasonable requests for living or academic changes, which may include providing options for an alternate residence, changes to class schedules or coordinating academic adjustments, assisting with transportation or employment needs. In addition, during the investigation and disciplinary process, protective interim measures may be required of the responding party (the student accused of interpersonal violence behaviors). Protective interim measures, which are temporary, may include:

- Interim no-contact order: The accused student (also referred to as the responding student) is prohibited from having any contact with specifically identified individuals up to and through a student conduct hearing. This may prohibit a student from attending specific events, activities or classes.
- Interim trespass order: The responding student is prohibited from being in or around specifically identified locations, events, activities or classes up to and through a student conduct hearing.
- Interim residential relocation: The responding student is prohibited from residing, dining, or being around specifically identified university housing up to and through a student conduct hearing. If this interim measure is required, the responding student will be provided temporary university housing and access to university dining.
- Interim residential suspension: The responding student is prohibited from residing, dining, or being around university housing up to and through a student conduct hearing, if required. The student does not lose other university privileges and may attend classes.
- Interim university suspension: The responding student is denied access to campus, classes, and university activities and privileges up to and through a student conduct hearing, if required.

The victim also will be referred to legal resources for assistance in obtaining court-ordered protection. Students may contact the Women and Gender Advocacy Center for assistance (970-491-6384, www.wgac.colostate.edu).

Measures taken to protect a student will be determined by university officials after reviewing available evidence and discussing the matter with the parties involved, with the goal of minimizing the burden on the victim. Decisions on university housing relocations will be made by the Executive Director of Housing & Dining Services or designee, together with the Executive Director of Support

& Safety Assessment and Title IX Programs or designee, and any other appropriate university officials.

Factors that might be considered during this process include, but are not limited to:

- Specific needs expressed by the victim (impacted party)
- Ages of the students involved
- Severity or pervasiveness of the allegations
- Any continuing effects on the impacted party
- Whether the impacted party and responding party share the same residence hall, dining hall, class, transportation or job location
- Whether other judicial measures have been taken to protect the impacted party, such as a restraining order from the court

If a report is made to law enforcement, police will refer students or employees to resources that may help with restraining orders from the courts and university-issued no-contact orders from Student Conduct Services. A restraining order issued through the courts legally prohibits the suspect from direct or indirect verbal, physical or written contact with the complainant. Even if no report is made to police, Student Conduct Services may also issue a university no-contact order applicable on all university-owned and -controlled property.

Employee protective interim measures

Employees of CSU who are victims of crime will also receive information regarding protective interim measures that CSU may take to protect and aid the employee, by contacting the Office of Equal Opportunity (970-491-5836, <http://oeo.colostate.edu>). Additional resources may be also be available through the Employee Assistance Program (1-800-497-9133, <https://ombuds.colostate.edu/>).

Protective measures available to employees may include no contact orders, removal from environment, administrative leave, reassignment of physical space, change in job duties, and removal of supervision.

Educational Programs to Prevent Dating Violence, Domestic Violence, Sexual Assault and Stalking

CSU is committed to preventing interpersonal violence, and increasing awareness of interpersonal violence, as well as being a thought-leader in helping other communities prevent interpersonal violence. Educational programs include:

- New students are required to complete the university's online sexual assault awareness and prevention program, which educates students on issues associated with sexual assault, relationship violence, and stalking. Students learn about consent, including how alcohol and drugs impair a person's ability to give or receive consent, as well as how to help a friend, and how to intervene in a situation that might escalate to sexual assault.
- All incoming students and new employees are provided with education regarding interpersonal violence. This includes education about prevention, and the fact that the institution prohibits sexual assault, domestic violence, dating violence, and stalking in its

policies. Descriptions of these programs may be found on the Women and Gender Advocacy website at <http://www.wgac.colostate.edu/>.

- CSU works to educate the campus community about interpersonal violence in an effort to prevent sexual assault, domestic violence, dating violence, and stalking before it occurs through the changing of social norms, risk reduction strategies and other approaches. The Women and Gender Advocacy Center reports that in 2018, Women and Gender Advocacy Center provided 223 educational programs or presentations that reached 5,526 students.
- Examples of these prevention programs and outreach are:
 - An online sexual assault awareness and prevention education program required of all incoming students
 - An online sexual harassment training is required of all employees
 - New employee orientation with interpersonal violence information and training
 - The Reframe campaign regarding interpersonal violence, consent and intervention, the details of which may be found online at <https://reframe.colostate.edu/>
 - Information is also provided to all CSU employees in the Red Folder (an emergency resource) for campus safety
 - Posters about resources in all restrooms on campus (other campaigns are typically not allowed to post information in campus restrooms)
 - Regular safety messaging about sexual assault from the Public Safety Team
 - Bystander intervention training in the Women and Gender Advocacy Center's Supporting Survivors program. A full description of what this training entails is available online at <http://www.wgac.colostate.edu/bystander-intervention>. This program includes learning about safe and positive options for bystander intervention.
 - The Red Whistle Brigade – students are trained to provide sexual assault education programs to their peers through a course offered every fall and spring semester
- CSU is a recognized city of Fort Collins partner, the first municipality in the nation to become an “It’s On Us” city, committed to preventing, reducing and understanding incidents of interpersonal violence.

Crime Statistics for Colorado State University

Crime statistics tell us what has been reported to officials. Statistics may or may not be representative of what is actually occurring. The *Chronicle of Higher Education* has noted that colleges and universities that have comprehensive resources and services experience an increase in crime reporting, which is not necessarily a factor in determining the frequency of a crime. The university works hard to provide a safe environment in which to report crime and a culture encouraging our community to do so.

Crime, and specifically violent crime, is said to occur on most campuses in the United States. Colorado State University has been committed for decades to the safety, protection, education, and awareness of its students, faculty, staff, and community. Long before it was required by law, CSU made crime statistics available through this publication and other campus and community communications. In doing so, the university community has become aware of safety concerns and what is happening to address those concerns.

Through close working relationships with area law enforcement, including Fort Collins Police Services, CSU is informed and responds, typically via the student conduct system, to incidents involving students in the community, including any criminal activity by students at non-campus locations.

This report contains disciplinary and crime statistics for Colorado State University. The Student Conduct Services summary report is a compilation of the total number of disciplinary referrals.

The information included in this report is provided in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1990, the Drug-Free Work Place Act, the Drug Free Schools and Communities Act of 1989, and the Higher Education Amendments of 1998. This publication is intended to provide a general description of campus security arrangements and not to serve as a contractual agreement between the university and the recipient. Security procedures are subject to change without notice.

* For an incident to be classified as a hate crime, it must **first** meet the definition of a crime. Some examples of crimes that can be classified as hate crimes include murder, manslaughter, robbery, vandalism, assault, and arson. To be classified as a hate crime, the incident must first be determined to be a criminal act, and evidence must also exist that the crime was motivated by the offender's bias against the victim based on one or more of these identities, as defined by law: disability (physical, psychological, cognitive and chronic health); ethnicity; gender; gender identity; race; national origin; religion; and sexual orientation. The Clery Act requires the university to report in this document incidents that fall within select, specific categories of hate crimes that occurred on university property. It is important to note that the incidents reflected in these charts do not count non-criminal acts of bias and hate reported to the university's bias reporting system or CSUPD.

2018 Statistics

Colorado State University	All On-Campus Property	Non-Campus Property	Public Property	Total	On-Campus Residential Only	Unfounded
Reportable Criminal Offenses	2018				2018	2018
Murder & Non-negligent Manslaughter	0	0	0	0	0	0
Manslaughter by Negligence	0	0	0	0	0	0
Robbery	1	0	0	1	0	0
Aggravated Assault	1	0	0	1	0	0
Burglary	16	3	0	19	7	0
Motor Vehicle Theft	7	0	0	7	0	0
Arson	4	0	0	4	3	0
Sexual Assault, including:						
Rape	12	1	0	13	12	0
Fondling	11	1	0	12	9	0
Incest	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0
VAWA Offenses	2018				2018	2018
Domestic Violence	6	0	0	6	6	0
Dating Violence	13	0	0	13	8	0
Stalking	20	0	0	20	7	0
Liquor, Drug & Weapon Violations	2018				2018	2018
Arrests: Liquor Law Violations	26	6	3	35	19	0
Disciplinary Referrals: Liquor Law Violations	703	96	6	805	651	0
Arrests: Drug Law Violations	43	2	9	54	26	0
Disciplinary Referrals: Drug Law Violations	327	2	6	335	276	0
Arrests: Weapons: Carrying, Possessing, etc.	1	0	0	1	0	0
Disciplinary Referrals: Weapons: Carrying, Possessing, etc.	0	0	0	0	0	0
Reportable Hate Crimes	2018				2018	2018
Race	0	0	0	0	0	0
Gender	1	0	0	1	0	0
Gender Identity	0	0	0	0	0	0
Religion	0	0	0	0	0	0
Sexual Orientation	1	0	0	1	1	0
Ethnicity	0	0	0	0	0	0
National Origin	0	0	0	0	0	0
Disability	0	0	0	0	0	0

Hate Crime Information: 1 intimidation characterized by gender; 1 destruction, damage, or vandalism of property characterized by sexual orientation.

2017 Statistics - Amended

Colorado State University	All On-Campus Property	Non-Campus Property	Public Property	Total	On-Campus Residential Only	Unfounded
Reportable Criminal Offenses	2017				2017	2017
Murder & Non-negligent Manslaughter	0	0	0	0	0	0
Manslaughter by Negligence	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Aggravated Assault	2	1	0	3	1	0
Burglary	18	4	1	23	3	0
Motor Vehicle Theft	4	0	1	5	0	0
Arson	5	1	0	6	5	0
Sexual Assault, including:						
Rape	14	0	0	14	13	0
Fondling	11	2	0	13	9	0
Incest	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0
VAWA Offenses	2017				2017	2017
Domestic Violence	8	0	0	8	7	0
Dating Violence	20	0	1	21	11	0
Stalking	20	0	0	20	11	1
Liquor, Drug & Weapon Violations	2017				2017	2017
Arrests: Liquor Law Violations	37	22	5	64	24	0
Disciplinary Referrals: Liquor Law Violations	933	98	7	1038	906	0
Arrests: Drug Law Violations	70	3	12	85	44	0
Disciplinary Referrals: Drug Law Violations	363	4	9	376	302	0
Arrests: Weapons: Carrying, Possessing, etc.	3	0	1	4	2	0
Disciplinary Referrals: Weapons: Carrying, Possessing, etc.	0	0	0	0	0	0
Reportable Hate Crimes	2017				2017	2017
Race	2	0	0	2	0	0
Gender	0	0	0	0	0	0
Gender Identity	0	0	0	0	0	0
Religion	0	0	0	0	0	0
Sexual Orientation	0	0	0	0	0	0
Ethnicity	0	0	0	0	0	0
National Origin	0	0	0	0	0	0
Disability	0	0	0	0	0	0

Hate Crime Information: 2 destruction, damage, or vandalism of property characterized by racial bias.
Corrections: Semester at Sea added 1 fondling incident, 97 liquor referrals, and 4 drug referrals under non-campus property.

2016 Statistics - Amended

Colorado State University	All On-Campus Property	Non-Campus Property	Public Property	Total	On-Campus Residential Only	Unfounded
Reportable Criminal Offenses	2016				2016	2016
Murder & Non-negligent Manslaughter	0	0	0	0	0	0
Manslaughter by Negligence	0	0	0	0	0	0
Robbery	0	0	0	0	0	0
Aggravated Assault	0	2	0	2	0	0
Burglary	11	11	0	22	9	0
Motor Vehicle Theft	2	3	1	6	0	0
Arson	7	0	0	7	5	0
Sexual Assault, including:						
Rape	9	1	0	10	8	0
Fondling	5	1	0	6	4	1
Incest	0	0	0	0	0	0
Statutory Rape	0	0	0	0	0	0
VAWA Offenses	2016				2016	2016
Domestic Violence	3	5	1	9	1	0
Dating Violence	10	0	1	11	6	0
Stalking	13	0	0	13	3	0
Liquor, Drug & Weapon Violations	2016				2016	2016
Arrests: Liquor Law Violations	75	69	18	162	61	0
Disciplinary Referrals: Liquor Law Violations	1230	42	14	1286	1198	0
Arrests: Drug Law Violations	81	5	11	97	40	0
Disciplinary Referrals: Drug Law Violations	584	5	8	597	513	0
Arrests: Weapons: Carrying, Possessing, etc.	1	0	1	2	0	0
Disciplinary Referrals: Weapons: Carrying, Possessing, etc.	0	0	0	0	0	0
Reportable Hate Crimes	2016				2016	2016
Race	0	0	0	0	0	0
Gender	0	0	0	0	0	0
Gender Identity	0	0	0	0	0	0
Religion	0	0	0	0	0	0
Sexual Orientation	0	0	0	0	0	0
Ethnicity	0	0	0	0	0	0
National Origin	0	0	0	0	0	0
Disability	0	0	0	0	0	0

Hate Crime Information: No reportable hate crimes in 2016.

Corrections: Semester at Sea added 25 liquor referrals and 1 drug referral under non-campus property.

Fire Safety on Campus and Evacuation Procedures

In residence halls

Housing & Dining Services works with Poudre Fire Authority, CSU police and the university's Environmental Health Services department to ensure a safe environment for residence hall and apartment life students and their families. Housing staff and other university health and safety officials monitor all standards. Student rooms are periodically inspected to help promote fire-and life-safety awareness, as well as identifying any noncompliance with safety standards.

Poudre Fire Authority and CSU:

- Provide fire safety education
- Schedule fire drills at all residence halls each semester
- Jointly investigate fires on campus
- Provide fire safety training to all residence hall staff
- Perform fire code inspections for building remodels and new construction

To maintain a safe campus environment in residence halls, smoking, candles, and open flames are not allowed in residence halls and only safe, low wattage, UL-approved electrical appliances without open coils may be used. For more detailed information about fire safety policies, see the Residence Hall Handbook at <http://reshallpolicies.colostate.edu/fire-escape-safety> or call Residence Life at 970-491-4719.

These policies include (but are not limited to):

- Halogen lamps are prohibited.
- Candles and open flames are not allowed. Due to fire safety and the Poudre Fire Authority's adoption of the 2006 International Fire Code, candles -- including unburned or decorative -- and any items with an open flame or exposed heating coils, are not allowed in residence hall rooms. Incense burning is also not permitted.
- Flammable liquids such as kerosene, gasoline, lighter fluid, and other flammable liquids are NOT permitted in the residence halls.
- Appliances are allowed on a limited basis. The misuse and illegal use of electrical appliances create serious hazards in residence halls. Only safe, relatively low-wattage appliances are permitted in your room. These include hair dryers, shavers, hot curlers, study lamps, radios, televisions, DVD and CD players, electric blankets, thermostatically controlled coffee makers, popcorn poppers, small microwave ovens, and compact refrigerators. Do not cook with open flames or coils. Toasters, toaster ovens, or electric coil cook tops are not allowed. Do not leave food in an appliance unattended. Fires have even been caused by popcorn burning in a microwave!
- Electrical light fixtures are not to be modified in any way. If additional outlets are needed, special multiple-outlet boxes with built-in breakers can be purchased at a hardware store. Each power strip used must be plugged into a wall outlet – do not plug power strips into other power strips. Appliances such as microwaves and refrigerators must be plugged directly into a wall outlet, not an extension cord or power strip.
- Colorado State University residence halls are equipped with:

- Smoke and heat detectors
- Fire alarm pull stations
- Fire sprinkler flow switches
- Alarm notification devices
- Fire extinguishers are located on every floor as well as in the main office of each residence hall.
- Each residence hall conducts a minimum of two drills per year, with some conducting as many as four. Drills prepare building occupants for an organized evacuation in case of a fire or other emergency. During the drills, students learn the locations of the emergency exits and how to exit the building.
- Plans for future fire safety improvements are considered when residence halls are constructed or remodeled, and CSU conducts health and safety inspections to constantly monitor the fire safety systems to be sure they are working and makes repairs as needed. Several housing buildings are being updated with new fiber paths and fire panels in order to start upgrades of the fire systems once funding is available. Once these upgrades are installed and funding is secured, the horn and strobes are being updated to horn and speakers to be able to make announcements throughout the building using the fire system. Other campus buildings are being updated with sprinkler systems as funding becomes available.

On campus in all buildings

- All fire alarm panels display a detailed graphic map pinpointing the exact location of the device in alarm or trouble in the building for CSUPD.
- Fire extinguishers and suppression systems are regularly tested.
- Fire safety education and training programs are offered.
- Fire extinguisher training is available to building proctors, housing staff (Residence Directors, Assistant Residence Directors, Residence Assistants), and faculty and staff.
- Annual evacuation drills are conducted in university buildings including identifying the location of fire alarm pull stations, AEDs, alternate exits and areas of refuge.
- Annual evacuation drills are coordinated by the University Coordinator for Emergency Management for numerous academic buildings.
- Evacuation drills may be done in collaboration with CSUPD and Poudre Fire Authority.
- Drills are to prepare building occupants for an organized evacuation in case of a fire or other emergency.
- During a drill, occupants learn the locations of the emergency exits in the buildings and the direction to travel when exiting the building.
- Each campus building has an assigned building proctor, an assistant proctor, and a building safety plan, developed with the assistance of building proctors.
- Building proctors are trained to assist in emergencies and drills. Building proctors are listed here <https://www.fm.colostate.edu/proctors>.

For more information regarding fire safety, education or training, contact the University Coordinator for Emergency Management, in the Department of Environmental Health Services, at <http://www.ehs.colostate.edu/WEmergencyMgt/Home.aspx>.

To report a fire

To report an active fire, call 911 or pull a fire alarm pull station.

To report a fire that has previously occurred you may contact:

- Colorado State University Police Department at 970-491-6425
- Housing Assistant Safety Coordinator at 970-491-6511 (if a fire occurred in a residence hall or dining center)
- University Coordinator for Emergency Management at 970-491-6745

General evacuation procedures and university emergency response

- When a fire alarm is activated, all residents, guests, and staff are to evacuate the building immediately. NO EXCEPTIONS!
- Before an emergency arises, make sure you know the location of exits and your meeting area.
- In a fire situation:
 - Do not panic; stay as calm as possible. You will need to think clearly to make the right decisions.
 - If you are inside of a room with a door with a doorknob, feel the doorknob with the back of your hand or palm to test for heat.
 - If the door is cool, brace yourself against it, and open it slowly to check for flames or smoke.
 - If there is smoke in the air, stay low and move quickly in a crouched position or crawl to the nearest exit. The most breathable air is always near the floor.
 - If one exit is blocked, try the next nearest exit.
 - Alert others by shouting or knocking on doors as you make your way to an exit.
 - Always escape via stairs – never use elevators during a fire.
 - Once you evacuate, follow directions of fire and police personnel, and never re-enter the building until authorized.
 - Some buildings on campus have designated meeting areas for students and employees when an evacuation occurs.
 - Failure to evacuate a building is a serious act that could result in disciplinary action.

When a fire alarm occurs in the following buildings, a full evacuation is required:

- Alpine
- Aspen
- Cottonwood,
- Durward
- Engineering
- AV Honors
- International House
- Lodgepole
- Piñon

- Walnut
- Westfall

The following buildings are evacuated by wings; an alarm in one wing may not sound in all other wings.

- Allison
- Braiden
- Corbett
- Edwards
- Ingersoll
- Newsom
- Parmelee
- Summit

Moby Arena complex is evacuated by section:

- Moby Arena
- Moby-B wing and Intramural Gym

Fire extinguishers are placed in academic and office buildings according to fire code.

Abusing fire equipment, intentionally creating a false alarm, or intentionally setting a fire are serious crimes. Violators are subject to fines, university disciplinary procedures, and criminal prosecution.

Fire Statistics for Colorado State University

As required by the Clery Act, CSU publishes the last three years' statistics for fires occurring in the residence halls (see following pages).

2018 Residence Hall Fire Statistics and Safety Systems

Residence Hall	Physical Address	# Fires	# Injured	# Deaths	Fire Drills	Fire Alarm	Fire Sprinkler	Smoke Detection	Fire Extinguishers	Evacuation Maps
Allison Hall	551 W. Laurel St.	0	0	0	4	Yes	Partial	Full	Throughout	Yes
Alpine Hall	910 W. Plum St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
AV Aspen Hall	800 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Braiden Hall	1101 Braiden Dr.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Corbett Hall	801 W. Laurel St.	3	0	0	4	Yes	Full	Full	Throughout	Yes
Cottonwood	511 W. Lake St.	2	0	0	4	Yes	Full	Full	Throughout	Yes
Durward Hall	1001 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Edwards Hall	900 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
AV Engineering	816 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
AV Honors	810 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Ingersoll Hall	1001 W. Pitkin St.	0	0	0	4	Yes	Partial	Full	Throughout	Yes
International House	1400 W. Elizabeth St.	2	0	0	4	Yes	Full	Full	Throughout	Yes
Lodgepole	521 W. Lake St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Newsom Hall	700 W. Pitkin St.	0	0	0	4	Yes	Partial	Full	Throughout	Yes
Parmelee Hall	701 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Pinon Hall	900 W. Plum St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Summit Hall	963 W. Pitkin St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
Walnut	501 W. Lake St.	2	0	0	4	Yes	Full	Full	Throughout	Yes
Westfall Hall	1009 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Aggie Village Family	501 W. Prospect Rd.	3	0	0	0	No	No	Full	Throughout	No
University Village	1500/1600/1700 W. Plum St.	5	0	0	0	No	No	Full	Throughout	No

Partial is defined as having systems in the individual rooms only.

Full is defined as having systems in both the common areas and the individual rooms.

Property damage from fires:

Aggie Village Family - 1 unintentional fire: oven malfunction - damage \$0-\$99
 Aggie Village Family - 1 unintentional fire: cigarette in dumpster - damage \$0-\$99
 Aggie Village Family - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
 Corbett Hall - 1 intentional fire: arson: burned poster - damage \$0-\$99
 Corbett Hall - 1 intentional fire: arson: burned light switch - damage \$0-\$99
 Corbett Hall - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
 Cottonwood - 1 unintentional fire: accidental cooking fire - damage \$0-\$99
 Cottonwood - 1 unintentional fire: accidental microwave fire - damage \$100-\$999

International House - 2 unintentional fires: accidental cooking fires - damage \$0-\$99
 Summit Hall - 1 intentional fire: arson: burned poster - damage \$0-\$99
 University Village - 3 unintentional fires: accidental cooking fires - damage \$0-\$99
 University Village - 1 intentional fire: arson: minor with matches - damage \$0-\$99
 University Village - 1 unintentional fire: cigarette in dumpster - damage \$0-\$99
 Walnut - 1 unintentional fire: accidental cooking fire - damage \$100-\$999
 Walnut - 1 unintentional fire: accidental cooking fire - damage \$0-\$99

2017 Residence Hall Fire Stats/Safety Systems

Residence Hall	Address	# Fires	# Injured	# Deaths	Fire drills	Fire Alarm	Fire Sprinkler	Smoke detection	Fire Extinguishers	Evacuation maps
Allison Hall	551 W. Laurel St.	1	0	0	4	Yes	Partial	Full	Throughout	Yes
LV Alpine Hall	910 W. Plum St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
AV Aspen Hall	800 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Braiden Hall	1101 Braiden Dr.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Corbett Hall	801 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Cottonwood	511 W. Lake St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Durward Hall	1001 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Edwards Hall	900 W. Pitkin St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
AV Engineering	816 W. Pitkin St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
AV Honors	810 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Ingersoll Hall	1001 W. Pitkin St.	0	0	0	4	Yes	Partial	Full	Throughout	Yes
International House	1400 W. Elizabeth St.	2	0	0	4	Yes	Full	Full	Throughout	Yes
Lodgepole	521 W. Lake St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Newsom Hall	700 W. Pitkin St.	1	0	0	4	Yes	Partial	Full	Throughout	Yes
Parmelee Hall	701 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
LV Pinon Hall	900 W. Plum St.	2	0	0	4	Yes	Full	Full	Throughout	Yes
Summit Hall	963 W. Pitkin St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
Walnut	501 W. Lake St.	2	0	0	4	Yes	Full	Full	Throughout	Yes
Westfall Hall	1009 W. Laurel St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
Aggie Village Family	501 W. Prospect Rd.	1	0	0	0	No	No	Full	Throughout	No
University Village	1500/1600/1700 W. Plum St.	4	0	0	0	No	No	Full	Throughout	No

Partial is defined as having systems in the individual rooms only.

Full is defined as having systems in both the common areas and the individual rooms.

Property damage from fires:

Aggie Village Family - 1 unintentional fire: dumpster - damage \$0-\$99

Allison Hall - 1 intentional fire: Arson: burned poster - damage \$0-\$99

AV Engineering - 1 unintentional fire: accidental cooking fire - damage \$100-\$999

Edwards Hall - 1 intentional fire: Arson: burned door decoration - damage \$0-\$99

International House - 1 unintentional fire: accidental cooking fire - damage \$0-\$99

International House - 1 unintentional fire: accidental cooking fire - damage \$100-\$999

Newsom Hall - 1 intentional fire: Arson: burned door decorations/doors - damage \$0-\$99

LV Pinon Hall - 1 unintentional fire: spontaneous - mulch - damage \$100-\$999

LV Pinon Hall - 1 intentional fire: Arson: burned poster/wall - damage \$0-\$99

Summit Hall - 1 unintentional fire: accidental cooking fire - damage \$0-\$99

University Village - 1 unintentional fire: accidental cooking fire - damage \$100-\$999

University Village - 1 unintentional fire: accidental cooking fire - damage \$0-\$99

University Village - 1 unintentional fire: accidental cooking fire - damage \$100-\$999

University Village - 1 unintentional fire: accidental cooking fire - damage \$0-\$99

Walnut - 1 unintentional fire: accidental cooking fire - damage \$0-\$99

Walnut - 1 unintentional fire: accidental cooking fire - damage \$0-\$99

Westfall Hall - 1 intentional fire: Arson: burned poster - damage \$0-\$99

2016 Residence Hall Fire Stats/Safety Systems

Residence Hall	Address	# Fires	# Injured	# Deaths	Fire drills	Fire Alarm	Fire Sprinkler	Smoke detection	Fire Extinguishers	Evacuation Maps
Allison	551 W. Laurel St.	0	0	0	4	Yes	Partial	Full	Throughout	Yes
Alpine Hall	910 W. Plum St.	0	0	0	4	Yes	Full	Full	Throughout	No
AV Aspen	800 W. Pitkin St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
	One unintentional fire - Unattended cooking (Burned Food) - Damage amount \$0-\$99.									
Braiden	1101 Braiden Dr.	1	0	0	4	Yes	Full	Full	Throughout	Yes
	One intentional fire - Arson: Dumpster fire - Damage amount \$100-\$999.									
Corbett	801 W. Laurel St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
	One intentional fire - Arson: Burned light switch - Damage amount \$100-\$999.									
Cottonwood	511 W. Lake St.	0	0	0	2	Yes	Full	Full	Throughout	No
Durward	1001 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Edwards	900 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
AV Engineering	816 W. Pitkin St.	1	0	0	4	Yes	Full	Full	Throughout	Yes
	One intentional fire - Arson: Burned ceiling tiles in elevator - Damage amount \$100-\$999.									
AV Honors	810 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Ingersoll	1001 W. Pitkin St.	0	0	0	4	Yes	Partial	Full	Throughout	Yes
International House	1400 W. Elizabeth St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Lodgepole	521 W. Lake St.	0	0	0	2	Yes	Full	Full	Throughout	No
Newsom	700 W. Pitkin St.	2	0	0	4	Yes	No	Full	Throughout	Yes
	One intentional fire - Arson: Posters set on fire - Damage amount \$0-\$99.									
	One intentional fire - Arson: Posters and door set on fire - Damage amount \$100-\$999.									
Parmelee	701 W. Laurel St.	3	0	0	4	Yes	Full	Full	Throughout	Yes
	Two unintentional fires - Unattended cooking (Burned food) - Damage amount \$100-\$999 each.									
	One unintentional fire - Faulty Stove - Damage amount \$100-\$999.									
Pinon Hall	900 W. Plum St.	0	0	0	4	Yes	Full	Full	Throughout	No
Summit	963 W. Pitkin St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Walnut	501 W. Lake St.	0	0	0	2	Yes	Full	Full	Throughout	No
Westfall	1009 W. Laurel St.	0	0	0	4	Yes	Full	Full	Throughout	Yes
Aggie	501 W. Prospect Rd.	0	0	0	0	No	No	Full	Throughout	No
University Village	1500/1600/1700 W. Plum St.	3	0	0	0	No	No	Full	Throughout	No
	Three unintentional fires - Unattended cooking (Burned food) - Damage amount \$100-\$999 each.									
	Partial is defined as having the systems in the individual rooms only.									
	Full is defined as having the systems in both the common areas and the individual rooms.									
	University Village is University-owned apartments that are non-campus classified.									

Section 8

*Real Estate and Facilities
Committee*

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
October 3-4, 2019 – Fort Collins**

Committee Chair: Steve Gabel (Chair), Bill Mosher (Vice Chair)

Assigned Staff: Jason Johnson, General Counsel, Ajay Menon, CSU Research Foundation

EXECUTIVE SESSION

OPEN SESSION

1. Right-of-Way Dedication – CSU Pueblo (Tim Mottet) Action Item (5 min)
 Extension of Walking Stick Blvd.

The Board of Governors of the Colorado State University System

Meeting Date: October 3-4, 2019

Action Item

MATTERS FOR ACTION:

Land: Grant of right-of-way to the City of Pueblo of approximately 3.86 acres of land for the extension of Walking Stick Boulevard.

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the grant of a right-of-way, approximately 3.86 acres of land, located on the north side of the Colorado State University-Pueblo campus and running along the western edge of the proposed Solar Farm Lease Area as generally shown on Exhibit A, to the City of Pueblo for the future development and construction of Walking Stick Boulevard.

FURTHER MOVED, that the President Colorado State University-Pueblo is hereby authorized to sign implementing deeds, contracts and other documents necessary and appropriate to consummate the transaction with modifications made in consultation with General Counsel.

EXPLANATION:

Presented by Tim Mottet, President, Colorado State University-Pueblo.

This item requests authorization for the University to grant a right-of-way to the City of Pueblo, consisting of approximately 3.86 acres of land, located on the north side of the Colorado State University-Pueblo as generally shown on Exhibit A, to the City of Pueblo for the future development and construction of Walking Stick Boulevard.

The City has requested the Right-of-Way be granted by Special Warranty Deed. Upon City of Pueblo acceptance and recordation of the deed, Colorado State University-Pueblo will have no further obligations in relation to the future development and construction of Walking Stick Boulevard. The Special Warranty Deed will include language releasing the University of such obligations.

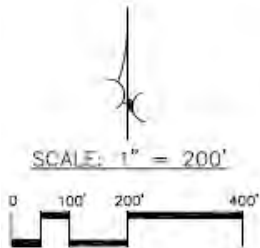
Approved

Denied

Dean Singleton, Board Secretary

Date

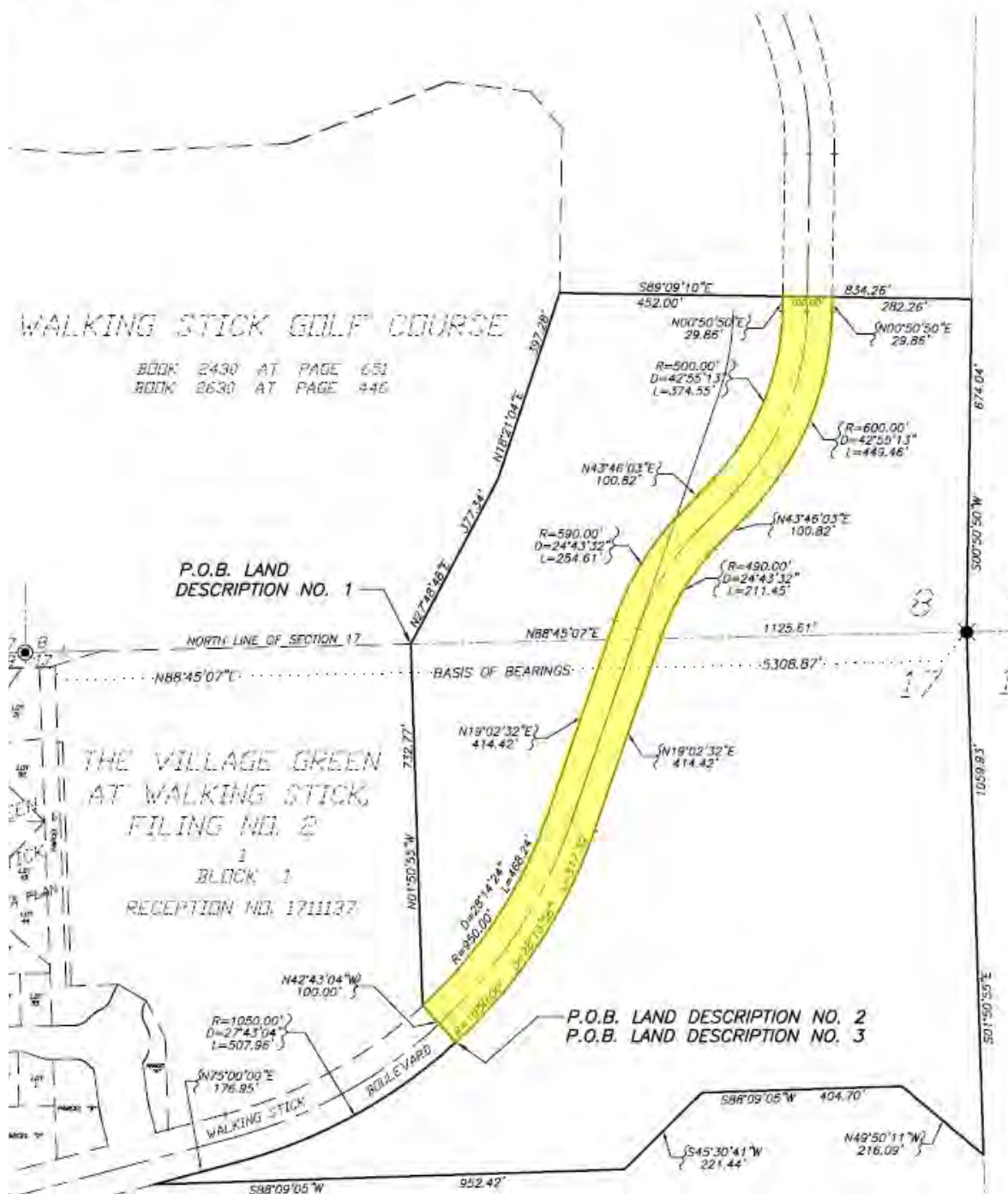
EXHIBIT 'A'



- LEGEND**
- P.O.B. POINT OF BEGINNING
 - NE CORNER OF SECTION 17
FOUND 6"x6" STONE WITH CHISELED "X" ON
TOP SET IN 24"x24" CONCRETE PAD
 - NORTHWEST CORNER OF SECTION 17
FOUND 2" BRASS CAP IN SOUTHEAST
CORNER OF AREA DRAIN

BASIS OF BEARINGS
THE NORTH LINE OF SECTION 17, TOWNSHIP 20 SOUTH,
RANGE 64 WEST OF THE 6TH P.M. BEARS N88°45'07"E.

NOTE:
THIS EXHIBIT WAS NOT PREPARED AS A
MONUMENTED LAND SURVEY, AND WAS ONLY
PREPARED TO DEPICT THE ATTACHED LAND
DESCRIPTION.



Section 9

Executive Session

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Section 10

Evaluation Committee

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Section 11

*Academic and Student Affairs
Committee*

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA
October 3-4, 2019

Committee Chair: Dean Singleton (Chair), Kim Jordan (Vice Chair)

Assigned Staff: Dr. Rick Miranda, Chief Academic Officer

I. New Degree Programs

Colorado State University

- Master of Public Policy and Administration

Colorado State University-Global Campus

- Master of Science in Computer Science

II. Miscellaneous Items

Colorado State University

- Faculty Manual Revision – Section E.12
- Minority Faculty Counts update

Colorado State University-Global Campus

- None

Colorado State University-Pueblo

- Action on renaming the College of Humanities and Social Sciences (CHASS)

III. Campus Reports

- CSU Online

MATTERS FOR ACTION

New Degree: Master of Public Policy and Administration (Plan C)

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Liberal Arts, to establish a New Degree Program: Master of Public Policy and Administration (Plan C). If approved, this degree will be effective Fall Semester 2020.

EXPLANATION:

Presented by Rick Miranda, Provost and Executive Vice President.

The Master of Public Policy and Administration (MPPA) program provides a mixture of academic and applied education in areas such as public leadership, public policy, public administration, and program evaluation.

Graduates of the MPPA program become mid-to-high level public servants in local, state, and federal government positions as well as mid-to-high level leaders in domestic and global public service organizations. All curriculum of the program is geared towards providing students with the necessary skills and knowledge to become successful public service leaders

The proposed MPPA program aligns with CSU's land-grant mission and the University's strategic plan. This program leverages the world-class reputation of CSU and the City of Fort Collins to provide professional education in public policy, public administration, and public service. This program provides a path by which graduates can contribute to problem solving in the public sector. This program will increase graduate student enrollment at CSU by attracting students interested in serving the public sector.



Colorado State University
PROGRAM MANAGEMENT

NEW PROGRAM PROPOSAL

MASTER OF PUBLIC POLICY AND ADMINISTRATION, PLAN C

Program Title: Master of Public Policy and Administration, Plan C

Academic Level: Graduate

Program Type: Degree

Recommended CIP Code: 44.0499

College: Liberal Arts

Department/Unit: 1701 – College of Liberal Arts

Program available to students: Fall 2020

Program Description:

The Master of Public Policy and Administration (MPPA) program provides a mixture of academic and applied education in areas such as public leadership, public policy, public administration, and program evaluation. All curriculum of the program is geared towards providing students with the necessary skills and knowledge to become successful public service leaders. Students in this program must select a specialization to complete the degree program. Current specializations are the Public Management Specialization and the Public Policy Specialization.

Program Catalog Copy:

Graduates of the MPPA program become mid-to-high level public servants in local, state, and federal government positions as well as mid-to-high level leaders in domestic and global public service organizations.

Offered as: Main Campus Face-to-Face, Online/DCE

Justification for Request:

The proposed MPPA program aligns with CSU's land-grant mission and the University's strategic plan. This program leverages the world class reputation of CSU and the City of Fort Collins to provide professional education in public policy, public administration, and public service. This program provides a path by which graduates can contribute to problem solving in the public sector. This program will increase graduate student enrollment at CSU by attracting students interested in serving the public sector.

Fit with Campus Mission:

This proposed program aligns well with CSU's statutory purpose to offer a comprehensive array of master's programs by filling an important and missing area of curriculum for professionally oriented students seeking to lead in public service roles. Furthermore, the MPPA honors CSU's land grant heritage and mission by providing a new path for students to participate in the "economic and social progress: of the nation and by offering a new option for students to obtain a "pragmatic, meaningful, and transformational education experience to prepare the next generation" The MPPA is a program that provides both academic knowledge and practical skills and experiences. Students in this program will develop action-oriented policy solutions to complex public policy problems and will understand how to work in a divers and fragmented environment serving the public.

Evidence of Need:

This type of program is in demand by both employers and by students. Graduates of professional public service master's degree programs are in high demand and short supply across the US and abroad. Most accredited programs of these types report a less than 5% unemployment rate for their graduates six months after graduation. Furthermore, government agencies in the United States are facing a significant shortage of skilled public servants to fill the growing gaps created by mass retirements-the so-called silver tsunami. This problem has been highlighted numerous times by the Government Accountability Office (GAO) where the agency has labeled strategic human capital management as a "government wide high risk area" since 2011. Student demand for this type of program is significant in a state like Colorado where people are seeking to remain or to relocate to the state and are seeking educational opportunities to make them competitive for employment in the public sector in this state. As an example of this student demand in Colorado, CU-Denver's professional master's degree program in public administration reported an enrollment of 355 students in the most recently available data from the accrediting body (2015-2016). Additionally, according to the U.S. Bureau of Labor Statistics (BLS), in January 2018 more than 22 million people worked for the government across, local, state, and federal units. This number has increased in the years after the slight drop during the recessionary years. Since 2008, employment in this sector has not fallen below 21.8 million. The exact area of government graduates select to work in after obtaining their MPPA will determine their

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average salary. For example, City Managers are a common career path for MPPA graduates (with about $\frac{3}{4}$ possessing this type of degree) and the average salary for a City Manager is \$106, 408.

Student Population in Five Years and Profile:

Using NASPAA Rocky Mountain region IPEDS data, we expect to reach an average class size by year five of the program. This is an appropriate assumption given the geographic diversity, population distribution, and population growth differences in our region. Colorado is a rapidly growing state that can expect to exceed many of the other states in the IPEDS region. Furthermore, with the absence of a professional master's program in public service in Northern Colorado we can expect to draw upon the employees in the public organizations in the region and on students desiring to live in or around Fort Collins. Using conservative assumptions on matriculation, the table below provides an enrollment estimate for each year beginning with Year 1 of the program.

	Year 1	Year 2	Year 3 (accreditation year)	Year 4	Year 5
# of Resident	17	32	47	74	120
# of Non Resident	3	4	5	6	11
Total Enrolled Students	20	36	52	80	131

Table 1: Enrollment Estimates

As can be seen in the table, we expect to see larger increases in enrollment counts starting in year 3 and continuing through year five as NASPAA accreditation is obtained and the visibility of the program is elevated. A right-sized MPPA program, as proposed with existing and new capacity requested, will have an entering class of approximately 65 students each year with about equal numbers graduating over each calendar year. Given that the program will admit year round, the 65-student total is expected to be achieved over the course of a calendar year not just in a specific semester. This year-around admission is the norm for these types of programs and allows in-service students to begin the program at a time that is appropriate and convenient for their goals. Furthermore, staggering the enrollments over three semesters will allow courses to be offered at a manageable and appropriate size. This program, as proposed, will reach a steady-state of 65 new students each year with close to 65 students graduating each academic year after year 5. At year five it is possible, if not likely, that we could decide to allow the program to grow larger by reinvesting program resources into the program's infrastructure.

Faculty Resources, Current and Required:

The MPPA will require three new tenure track faculty lines to be able to execute the program as designed as well as teaching and service commitments from existing faculty in the Political Science and Communication Studies Department. We anticipate receiving Provost and CLA support for these faculty lines. In order to be ready for the first set of students we anticipate hiring the first faculty in 2019-2020 and the remaining two in 2020-2021. Faculty with administrative assignment to the Department of Political Science will teach in the MPPA program through a MOU between this program and the Department of Political Science. Of note, most of the participating faculty are already responsible for these courses—and their contributions represent their current teaching portfolio and effort. Similar to the rest of CLA, fulltime faculty without course releases will teach two courses a semester and have a workload distribution of 50% teaching, 40% research, and 10% service.

One support staff (administrative professional) position will be needed to support the administrative load for this program and will be hired in 2019-2020. This individual will be equipped to handle administrative functions as well as some basic advising for new students. We anticipate Provost and CLA support for this programmatic need. This person will assist with admissions, recruitment, accreditation requirements, internship placements, basic student advising, and other duties as directed by the program's faculty director. This person will be hired at a higher level than traditional administrative assistants given the need span of duties assigned to this position. This person will have ongoing contact with public sector partners and will often be the first person a prospective student and internship provider will talk with when engaging with the program.

We do not request any graduate assistantships for this program and will not utilize existing graduate assistants. Students completing this professional program will overwhelmingly utilize their own financial resources and study privilege benefits from their places of employment.

Library Resources, Facilities, Equipment, etc. – Current and Required

The MPPA program is building onto a curriculum area that we already have at CSU. As a result, the library reference sources are already available and accessible for the MPPA curriculum. For example, public administration review (PAR) is the central academic resource for public administration and is accessible through wiley, EBSCOhost, and JSTOR. Furthermore, the Journal of Public Administration and Theory (JPART) is another central academic resource for professional public service programs and is also available at CSU's libraries.

- No additional financial support is needed for library and reference materials. See included statement from the Libraries.

The MPPA program will utilize standard classroom scheduling and event space as needed for workshops, classes, and presentations. The program will coordinate with CLA to identify office and facility space for new faculty and the administrative assistant hired as part of this new program development. CLA has recently acquired additional office and meeting space in Clark A-wing basement. We expect to be able to utilize some of this space for this program's needs. All new faculty will require typical technology packages such as a work computer/laptop.

No new lab space, special equipment or unusual materials are necessary to implement this program.

Overall Budget Summary

- Faculty lines: In order to deliver the proposed curriculum and meet accreditation requirements the program will need a total of five FTE tenure track faculty. Of note, this total of five can be reached by a combination of faculty fully dedicated to the program and a collection of other contributing faculty based upon workload distributions. In order to reach the necessary instructional support the program will require **three new** full time tenure track faculty to serve the program. One new faculty member will be required with expertise in public budgeting, one with expertise in public personnel and leadership, and one in international public service. It is likely that these three faculty members will have their tenure homes be in political science. The Department has approved this structure and is revising the Department Code to accommodate this new program. Faculty with primary responsibility in the MPPA program will dedicate the majority of their time to the MPPA students and MPPA program. Additionally, this program will occasionally host instructors that are current public servants to teach special topics. These instructors will be hired on an as-needed basis and will include individuals such as the City Manager and Mayor. These special instructors will require a per-course compensation rate that aligns with their expertise and experience. We estimate a per course pay rate of \$7,500-\$10,000 for these special instructors which is higher than the traditional rate of approximately \$5000 a course for adjuncts. Of note- these special instructors bring both added expertise to the program but also provide significant visibility for the program and for CSU. These special instructors are likely also active members of the MPPA program's external advisory board. It is not customary to compensate public servants for this service role.
- Administrative assistant: The program will require a full time professional administrative assistant to support the program's efforts. This support staff will be

responsible for all administrative functions related to admissions, alumni databases, budgeting, internship tracking, and annual accreditation paperwork. This individual will also have basic advising responsibilities for scheduling and routine student questions outside of the academic components of the program. Finally, this person will have routine ongoing interactions with public servants serving in advisory capacities to the program, serving as adjunct faculty, and serving as internship providers.

- **GTA lines:** No GTA positions are needed or requested
- **Equipment needs:** No special or unique equipment is needed for this program.
- **Facility needs:** The Clark building has limited available space. The MPPA program will coordinate with CLA to identify appropriate office space, conference room, and workroom space.
- **Other Expenses:** The MPPA program director will be responsible for overseeing recruitment, scheduling, and accreditation processes and will require an annual administrator's stipend. We have estimated this to be \$12,000 each year to compensate for off-contract/summer duties. We have used average salary rates for the new faculty as well as standard administrator stipend values based on peer programs and Universities. We have included operating and recruitment funds to account for advisory board expenses, recruitment materials, advertising, and other outreach oriented efforts required by the program. We have included a one-time technology budget line item to acquire software and equipment associated with outreach (such as Zoom conferencing software). We have also included funds in the operating expenses to account for NASPAA accreditation expenses (conference participation, membership dues, etc).
- **Summary of new budget resources being requested from CSU Central Administration:** In order to implement this program we are requesting support for the new faculty, administrator's salary supplement, initial accreditation expenses, and a full time administrative assistant.
- **Per an agreement with the Provost's office,** this program will receive revenue sharing as detailed in the budget-planning document. The Provost's office will support the costs of the program for the first five years during which a gradual shift will be made in this support to a model whereby the program becomes self-sufficient.

Program Level Learning Objectives:

1. Explain, articulate, and exemplify the ethics, values, responsibilities, obligations and social roles of a member of the public service profession.
2. Identify and apply economic, legal, political, social, and ethical theories and frameworks to the practice of public service leadership, management and policy.
3. Identify and apply organizational theories and frameworks to the practice of public service leadership, management, and policy.
4. Respond to and engage collaboratively with diverse stakeholders and communities to

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- address challenges in the public interest.
5. Understand the complexities of public policy design, implementation, and assessment.
 6. Employ appropriate methodologies and techniques to investigate, monitor and manage human, fiscal, technological, information, physical, and other resource use.
 7. Conceptualize, analyze, and develop creative and collaborative solutions to challenges in public policy, leadership and management.
 8. Assess challenges and explore solutions to advance cross-sectoral and inter jurisdictional cooperation in public programs and services.
 9. Develop and demonstrate verbal and written communication skills as a professional and through interpersonal interactions in groups and in society.
 10. Reflect critically about emerging issues concerning public service management and policy.

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Colorado State University
PROGRAM MANAGEMENT

NEW PROGRAM PROPOSAL

Master of Public Policy and Administration, Plan C Public Management Specialization

Program Title: Master of Public Policy and Administration, Plan C, Public Management Specialization

Academic Level: Graduate

Program Type: Degree

Recommended CIP Code: 44.0499

College: Liberal Arts

Department/Unit: 1701 – College of Liberal Arts

Program Available to students: Fall 2020

Program Description:

The Master of Public Policy and Administration (MPPA) program provides a mixture of academic and applied education in areas such as public leadership, public policy, public administration, and program evaluation. All curriculum of the program is geared towards providing students with the necessary skills and knowledge to become successful public service leaders.

Program Catalog Copy:

Graduates of the MPPA program become mid-to-high level public servants in local, state, and federal government positions as well as mid-to-high level leaders in domestic and global public service organizations. The public management specialization provides a mixture of academic and applied education in public leadership, public administration, and program evaluation. All curriculum of the program is geared towards providing students with the necessary skills and knowledge to become successful public service leaders.

Offered as: Main Campus Face-to-Face, Main Campus Face-to-Face and Onlin

Justification for Request:

The proposed MPPA program aligns with CSU's land-grant mission and the University's strategic plan. This program leverages the world class reputation of CSU and the City of Fort Collins to provide professional education in public policy, public administration, and public service. This program provides a path by which graduates can contribute to problem solving in the public sector. This program will increase graduate student enrollment at CSU by attracting students interested in serving the public sector.

Program Level Learning Objectives:

1. Explain, articulate, and exemplify the ethics, values, responsibilities, obligations and social roles of a member of the public service profession.
2. Identify and apply economic, legal, political, social, and ethical theories and frameworks to the practice of public service leadership, management and policy.
3. Identify and apply organizational theories and frameworks to the practice of public service leadership, management, and policy.
4. Respond to and engage collaboratively with diverse stakeholders and communities to address challenges in the public interest.
5. Understand the complexities of public policy design, implementation, and assessment.
6. Employ appropriate methodologies and techniques to investigate, monitor and manage human, fiscal, technological, information, physical, and other resource use.
7. Conceptualize, analyze, and develop creative and collaborative solutions to challenges in public policy, leadership and management.
8. Assess challenges and explore solutions to advance cross-sectoral and inter jurisdictional cooperation in public programs and services.
9. Develop and demonstrate verbal and written communication skills as a professional and through interpersonal interactions in groups and in society.
10. Reflect critically about emerging issues concerning public service management and policy.

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Program Requirements:

Effective Fall 2020

Code	Title	Credits
Core Courses		
<u>PPA 500</u>	Research Methods for Public Policy and Admin	3
<u>PPA 501</u>	Program Evaluation and Quantitative Methods	3
<u>PPA 530</u>	Civic Engagement	3
<u>POLS 552A</u>	Topics in Public Administration, Personnel	3
<u>POLS 552B</u>	Topics in Public Administration, Budgeting and Finance	3
<u>PPA 587</u>	Internship	3

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Code	Title	Credits
<u>POLS 652</u>	Public Organization Theory	3
<u>POLS 660</u>	Theories of the Policy Process	3
<u>PPA 670</u>	Capstone in Public Policy and Administration	3
Public Policy Specialization		
<u>POLS 665/PPA 665</u>	Public Policy Analysis	3
Select 9 Credits from the following:		9
<u>CIVE 578</u>	Infrastructure and Utility Management	
<u>LEAP 600</u>	Arts Policy and Advocacy	
<u>POLS 463</u>	Urban Policy and Management	
<u>PPA 543</u>	Evidence-Based Decision Making	
<u>PPA 555</u>	Environmental Law and Policy	
<u>PPA 592</u>	Special Topics in Public Policy and Admin	
Program Total Credits:		39



Colorado State University
PROGRAM MANAGEMENT

NEW PROGRAM PROPOSAL

MASTER OF PUBLIC POLICY AND ADMINISTRATION, PLAN C, PUBLIC POLICY SPECIALIZATION

Program Title: Master of Public Policy and Administration, Plan C, Public Policy Specialization

Academic Level: Graduate

Program Type: Degree

Recommended CIP Code: 44.0501

College: Liberal Arts

Department/Unit: 1701 – College of Liberal Arts

Program available to students: Fall 2020

Program Description:

The Master of Public Policy and Administration (MPPA) program provides a mixture of academic and applied education in areas such as public leadership, public policy, public administration, and program evaluation. All curriculum of the program is geared towards providing students with the necessary skills and knowledge to become successful public service leaders.

Program Catalog Copy:

Graduates of the MPPA program become mid-to-high level public servants in local, state, and federal government positions as well as mid-to-high level leaders in domestic and global public service organizations. The public policy specialization provides a mixture of academic and applied education in public policy, policy analysis, and program evaluation. All curriculum of the program is geared towards providing students with the necessary skills and knowledge to become successful public service leaders.

Offered as: Main Campus Face-to-Face, Main Campus Face-to-Face and Online

CSU-Fort Collins – New Degree: Master of Public Policy and Administration (Plan C)

Justification for Request:

The proposed MPPA program aligns with CSU's land-grant mission and the University's strategic plan. This program leverages the world class reputation of CSU and the City of Fort Collins to provide professional education in public policy, public administration, and public service. This program provides a path by which graduates can contribute to problem solving in the public sector. This program will increase graduate student enrollment at CSU by attracting students interested in serving the public sector.

Program Level Learning Objectives:

1. Explain, articulate, and exemplify the ethics, values, responsibilities, obligations and social roles of a member of the public service profession.
2. Identify and apply economic, legal, political, social, and ethical theories and frameworks to the practice of public service leadership, management and policy.
3. Identify and apply organizational theories and frameworks to the practice of public service leadership, management, and policy.
4. Respond to and engage collaboratively with diverse stakeholders and communities to address challenges in the public interest.
5. Understand the complexities of public policy design, implementation, and assessment.
6. Employ appropriate methodologies and techniques to investigate, monitor and manage human, fiscal, technological, information, physical, and other resource use.
7. Conceptualize, analyze, and develop creative and collaborative solutions to challenges in public policy, leadership and management.
8. Assess challenges and explore solutions to advance cross-sectoral and inter jurisdictional cooperation in public programs and services.
9. Develop and demonstrate verbal and written communication skills as a professional and through interpersonal interactions in groups and in society.
10. Reflect critically about emerging issues concerning public service management and policy.

Program Requirements:

Effective Fall 2020

Code	Title	Credits
Core Courses		
<u>PPA 500</u>	Research Methods for Public Policy and Admin	3
<u>PPA 501</u>	Program Evaluation and Quantitative Methods	3
<u>PPA 530</u>	Civic Engagement	3
<u>POLS 552A</u>	Topics in Public Administration, Personnel	3
<u>POLS 552B</u>	Topics in Public Administration, Budgeting and Finance	3
<u>PPA 587</u>	Internship	3
Code	Title	Credits
<u>POLS 652</u>	Public Organization Theory	3
<u>POLS 660</u>	Theories of the Policy Process	3
<u>PPA 670</u>	Capstone in Public Policy and Administration	3
Public Policy Specialization		
<u>POLS 665/PPA 665</u>	Public Policy Analysis	3
Select 9 Credits from the following:		9
<u>CIVE 578</u>	Infrastructure and Utility Management	
<u>LEAP 600</u>	Arts Policy and Advocacy	
<u>POLS 463</u>	Urban Policy and Management	
<u>PPA 543</u>	Evidence-Based Decision Making	
<u>PPA 555</u>	Environmental Law and Policy	
<u>PPA 592</u>	Special Topics in Public Policy and Admin	
Program Total Credits:		39
A minimum of 39 credits are required to complete this program.		



NEW PROGRAM PROPOSAL

MASTER OF PUBLIC POLICY AND ADMINISTRATION, PLAN C, INTERNATIONAL POLICY AND MANAGEMENT SPECIALIZATION

Program Title: Master of Public Policy and Administration, Plan C, International Policy and Management Specialization

Academic Level: Graduate

Program Type: Degree

Recommended CIP code: 44.0401

College: Liberal Arts

Department/Unit: 1701 – College of Liberal Arts

Program Available to Students: Fall 2020

Program Description:

The Master of Public Policy and Administration (MPPA) program provides a mixture of academic and applied education in areas such as public leadership, public policy, public administration, and program evaluation. All curriculum of the program is geared towards providing students with the necessary skills and knowledge to become successful public service leaders.

Program Catalog Copy:

Graduates of the MPPA program become mid-to-high level public servants in local, state, and federal government positions as well as mid-to-high level leaders in domestic and global public service organizations. The international policy and management specialization provides a mixture of academic and applied education in areas such as public leadership, public policy, public administration, and program evaluation. This specialization has a focus on international organizations and international policy. All curriculum of the program is geared towards providing students with the necessary skills and

knowledge to become successful public service leaders.

Offered as: Main Campus Face-to-Face, Online/D

Justification for Request:

The proposed MPPA program aligns with CSU's land-grant mission and the University's strategic plan. This program leverages the world class reputation of CSU and the City of Fort Collins to provide professional education in public policy, public administration, and public service. This program provides a path by which graduates can contribute to problem solving in the public sector. This program will increase graduate student enrollment at CSU by attracting students interested in serving the public sector.

Program Level Learning Objectives:

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3. Identify and apply organizational theories and frameworks to the practice of public service leadership, management, and policy.
4. Respond to and engage collaboratively with diverse stakeholders and communities to address challenges in the public interest.
5. Understand the complexities of public policy design, implementation, and assessment.
6. Employ appropriate methodologies and techniques to investigate, monitor and manage human, fiscal, technological, information, physical, and other resource use.
7. Conceptualize, analyze, and develop creative and collaborative solutions to challenges in public policy, leadership and management.
8. Assess challenges and explore solutions to advance cross-sectoral and inter jurisdictional cooperation in public programs and services.
9. Develop and demonstrate verbal and written communication skills as a professional and through interpersonal interactions in groups and in society.
10. Reflect critically about emerging issues concerning public service management and

Program Requirements:

Effective Fall 2020

Code	Title	Credits
Core Courses		
<u>PPA 500</u>	Research Methods for Public Policy and Admin	3
<u>PPA 501</u>	Program Evaluation and Quantitative Methods	3
<u>PPA 530</u>	Civic Engagement	3
<u>POLS 552A</u>	Topics in Public Administration, Personnel	3
<u>POLS 552B</u>	Topics in Public Administration, Budgeting and Finance	3
<u>PPA 587</u>	Internship	3
<u>POLS 652</u>	Public Organization Theory	3
<u>POLS 660</u>	Theories of the Policy Process	3
<u>PPA 670</u>	Capstone in Public Policy and Administration	3
International Policy and Management Specialization		
<u>PPA 540</u>	International Policy Toolkit	3
<u>PPA 541</u>	Principles & Processes of International Mgmt	3
<u>PPA 542</u>	Policy Accountability--Non-Democratic Regimes	3
<u>PPA 544</u>	Ethics and Efficacy--Global Policymaking	3
Program Total Credits:		39
A minimum of 39 credits are required to complete this program		

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Board of Governors of the Colorado State University System
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MATTERS FOR ACTION:

MS in Computer Science

RECOMMENDED ACTION:

Moved that the Board of Governors approve the request from Colorado State University-Global Campus to approve the MS in Computer Science

EXPLANATION:

Presented by Dr. Karen Ferguson, Provost and VP, Strategic Development

Colorado State University Global's Master of Science in Computer Science Program (MSCS) provides students with an advanced degree in applied skills in various areas of computer science including software development, computer programming, compiler theory, computer architecture, and computer networks. The MSCS program places an emphasis on advanced computing, software security, and system development skills. Students will utilize current and emerging programming languages in integrated development environments to gain practical, real-world experience. Additionally, students will expand their leadership, communication, and policy expertise preparing them for the technical and business skills needed in today's organizations. The program allows students to meet the growing demand for technical managers and team leaders who demonstrate a strong proficiency in system analysis, software design, software management, and communication.

The technology sector is experiencing steady growth for students at all levels of education (Ostrowski, 2019). The demand for Software Developers is expected to increase more than 24% by 2026 with over 302,500 new jobs will be needed in the Software Development field (BLS, 2018). According to the BLS, every computer science occupation is experiencing above-average growth. Burning Glass reports 15,351 positions open in the Denver area specifically requesting an MS in Computer Science, with an average salary of \$100,735 and 17.55% job growth.

CSU-Global's MS in Computer Science provides students with a high-quality flexible pathway to expand their expertise in computer science, software development management, and communication. CSU Global's approach to relevant asynchronous coursework informed by industry experts, flexible scheduling with monthly course starts, and focus on working adults seeking professionally relevant degrees is an excellent fit for many working adults.

CIP Code: 11.0701



Request approval for a new Master of Science degree in Computer Science

Program Title: Master of Science in Computer Science

Degree Type: Graduate

STEM: Yes (ICE)

Recommended CIP Code: 11.0701

Program Chair/Program Manager: Dr. Charles Lively, PC / Dr. Tony Contento, PM

Program Description:

Colorado State University Global's Master of Science in Computer Science Program (MSCS) provides students with an advanced degree in applied skills in various areas of computer science including software development, computer programming, compiler theory, computer architecture, and computer networks. The MSCS program places an emphasis on advanced computing, software security, and system development skills. Students will utilize current and emerging programming languages in integrated development environments to gain practical, real-world experience. Additionally, students will expand their leadership, communication, and policy expertise preparing them for the technical and business skills needed in today's organizations. The program allows students to meet the growing demand for technical managers and team leaders who demonstrate a strong proficiency in system analysis, software design, software management, and communication.

Program Outcomes:

1. Explain principles and techniques associated with software development in real-world applications within embedded scenarios.
2. Utilize relevant computer science knowledge when given a problem or scenario.
3. Develop integrated software solutions capable of computer modeling.
4. Adapt software solutions that incorporate computer science principles.
5. Evaluate the performance of applications in computer science and software development domains.
6. Examine the effectiveness of modern computer science principles in problem solving.
7. Recommend software management techniques to solve a given problem or scenario.
8. Determine effective management and leadership practices for development teams.

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9. Formulate technical policy communications for a variety of audiences.

Program Eligibility:

Students are eligible for earning this degree program if they have a previously earned Bachelor of Science in Computer Science degree or have taken the following Undergraduate CSU-Global courses (or comparable courses from another institution):

- CSC320 Programming I
- CSC372 Programming II
- CSC400 Data Structures and Algorithms
- MTH201 Calculus I
- MTH350 Discrete Mathematics

Additionally, students are required to have at least 2 years' experience in one or more object-oriented languages, such as Java, Python, C++, or C#.

Mission Appropriateness:

The CSU-Global Campus mission is to advance the success of nontraditional adult learners in a global society through degree programs characterized by academic excellence, innovative delivery technologies, and strong stakeholder engagement. As the needs and definition of modern learners change to include a younger, more tech savvy student, CSU-Global offerings must include more opportunities to develop increasingly higher levels of industry expertise. With 8-week courses utilizing an asynchronous approach and 12 term starts per year, students will be able to earn their degree at a pace that matches their life. CSU-Global's ability to provide a Master of Science in Computer Science is well-aligned with our mission, industry need, and student demand.

Rationale for offering the degree program:

The technology sector is experiencing steady growth for students at all levels of education (Ostrowski, 2019). The unemployment rate for technology occupations in May 2019 was 1.3%, the lowest in two decades. The demand for Software Developers is expected to increase more than 24% from 2016 to 2026 with over 302,500 new jobs will be needed in the Software Development field (BLS, 2018). The National Association of Colleges and Employers reports a 2.9% increase in salaries this year for students with a Bachelor's degree in Computer Science in their Winter 2019 Salary Survey for Class of 2018 college graduates (NACE, 2019). There is a demand for graduates with these skills.

Graduates with computer science degrees are extremely versatile. Almost all industries require programmers, software developers, and machine learning engineers (Kowarski, 2019). The ability to code and develop software provides computer science graduates with the chance to join the industry of their choice; whether that is healthcare, finance, or entertainment. While many of these positions are entry-level, requiring only certification or a Bachelor's degree, there is a growing need for employees with specialized training to serve as team leaders and managers in the industry. A master's degree in computer science can

provide a gateway to these higher-level careers. Students who already have a Bachelor's degree in Computer Science, Computer Engineering or Information Technology, can expand their expertise and skillset with graduate training. A master's degree in computer science will give students the chance to learn complex design skills and the opportunity to work on more advanced projects.

Students who earn a Master's degree in Computer Science are typically interested in promotion, new industry-specific knowledge and skills, or an increase in earning potential. They are limited in advancement in their organization or field, and a graduate degree will allow them to seek new opportunities. Many prospective candidates are already working in the field in companies where advancement in their software engineering department is dependent on having advanced experience in computer science.

Bureau of Labor Statistics Occupation Outlook for Computer Programmers with a Bachelor's degree reports a 2018 median annual pay of \$84,280. Computer and Information Research Scientists with a Master's Degree reports a 2018 median annual pay of \$118,370 (BLS, 2018); with 31,700 jobs reported for that year and a +16% ten-year job outlook. According to the BLS, every computer science occupation is experiencing above-average positive growth. Burning Glass reports 15,351 positions open in the Denver area specifically requesting an MS in Computer Science, with an average salary of \$100,735 and 17.55% job growth. A Master's degree is required to stay competitive in this sector.

	Positions Open	Percent Growth	Average Salary
Burning Glass National	565,924	17.3%	\$103,055
Burning Glass Denver	15,351	17.55%	\$100,735

CSU-Global is currently offering undergraduate programs in computer science, along with undergraduate and graduate programs in Information Technology, Data Science, Cybersecurity, and Machine Learning. The addition of this MS in Computer Science will broaden our computer science programs and provide adult working students with viable and quality online learning options to advance their computer science knowledge, communication and leadership skills, and their careers. CSU-Global's Master of Science in Computer Science degree will enable students to pursue positions that require advanced knowledge in the area of computer programming, software development and machine learning. This degree provides students with the required hands-on skills to demonstrate their technical capabilities.

In the program, students will engage in applied experiential learning focused on software development, compiler theory, computer architecture, and computer networks. The courses

are designed to utilize integrated development environments that allow for this practical experience, while increasing students' strength in multiple programming languages. The program also provides management and organizational communications training that will allow students to become leaders in their field, creating a pathway for internal advancement and new career possibilities. The combination of an asynchronous course structure and continuous enrollment offers students the flexibility to complete the master's degree in computer science in less than 14 months while maintaining their current position in the industry. Upon completion, students will be able to lead teams of programmers or developers, and to seek senior management positions in their field. CSU-Global is committed to providing students with the opportunity to enter this expanding job market with a Master's Degree in Computer Science.

Industry Comparison

CSU-Global's MS in Computer Science provides students with a high-quality flexible pathway to expand their expertise in computer science, software development management, and communication. CSU-Global's graduate tuition of \$500.00 per credit with no additional fees, strategic focus on no and low-cost books and resources, and flexible scheduling provides students with the opportunity to earn a Master's Degree for a total tuition cost of \$15,000 and the ability to complete the program in as little as 14 months.

There are options for students to pursue an MS in Computer Science within the state and across the nation. These options include traditional classroom settings, online courses, and blended courses. CSU Global's approach to workplace relevant asynchronous coursework informed by industry experts, flexible scheduling with monthly course starts, and focus on the upskilling of industry skills, is an excellent fit for many working adults. Conversely, as differentiation is a strength for Colorado and the CSU System, the CSU Fort Collins' options of face-to-face and online programs on a more traditional schedule, with a focus on conducting research studies in computer science, provides a different choice for a different type of student.

Institution	Program	Delivery	Cost
Colorado State University (Fort Collins)	Master of Science in Computer Science	Online/Om-ground	\$715 per credit (Total: \$25,025)
Georgia Institute of Technology	Master of Science in Computer Science	Online	\$170 per credit (Total: \$5,100)
University of Illinois at Urbana-Champaign	Master of Science in Computer Science	Online	\$670 per credit (Total: \$21,440)
Purdue University	Master of Science in Computer Science	On-ground	\$630/credit in-state; \$1,413/credit out-of-state (total: \$18,900/in-state; \$42,390 out-of-state)

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Colorado Technical University	Master of Science in Computer Science	On-ground/Online	\$610 per credit (Total: \$29,280)
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Budget Summary

CSU-Global faculty members have collaboratively outlined the courses required for a Master of Science in Computer Science based on competitive program information, faculty industry experience, external stakeholder input, and industry/marketplace requirements for qualified workers.

The curriculum can be developed by CSU-Global with existing faculty members. The cost of development for the six (6) new courses required for the program is \$10,000 per course for a total cost of \$60,000. The assumptions behind these predictions are that student enrollments will be 20 the first year, 40 the second, 50 the third, 70 the fourth, and 100 the fifth. The current per credit cost is \$500 per credit for graduate tuition with a total of \$15,000 per student. Students are required to complete 30 credits for this program. Projections below assume an 82% completion rate with 15 credits per year.

Projected Enrollments

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total
New Enrollments	20	40	50	70	100	150	430
Completions	0	16	32.8	41	57	82	230

Financial Projections

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total
Revenue	\$150,000	\$423,000	\$621,000	\$832,500	\$1,180,500	\$1,740,000	\$4,947,000
Curriculum Cost	(\$60,000)	\$0	\$0	\$0	\$0	\$0	(\$60,000)
Instructional Cost	(\$101,400)	(\$285,948)	(\$419,796)	(\$562,770)	(\$798,018)	(\$1,176,240)	(\$3,344,172)
Net Revenue	(\$11,400)	\$137,052	\$201,204	\$269,730	\$382,482	\$563,760	\$1,542,828

Projected Launch: Fall, 2020

Courses (Overview):

In this master's degree program, students will gain knowledge in the concepts and skills associated with managing people and projects in programming and software development. This Master's degree consists of ten (10) courses total, with six (6) new graduate courses. In the first course in this program, students will study management of programmers and other technical personnel, organizational leadership, and dynamic technical communications. The second course is focused on industry-specific ethics and the creation of ethical, organizational policy. The remaining eight (8) courses are focused on the higher-level study and application of Software Development, Algorithm Analysis, Operating Systems Design, Artificial Intelligence, Computer Architecture, Database Design, Compiler Theory, and Computer Networks Design. After completing the program, students will have the skills and experience required to plan and manage high-level projects in programming and software development.

Course 1

CSC501 Management for the Computer Science Professional (New)

In this course, students will be prepared to analyze organizational issues surrounding programming, network and software development, and propose the necessary solutions to address business needs. Students gain a detailed understanding of how to manage, oversee, plan and maintain technical personnel and resources. Students will also learn how to effectively relay technical information to all stakeholders in an organization. Students will prepare for cross-functional positions in team and industry settings in this course. Topics include management principles for programmers and development specialists, technical communications, organizational leadership, risk management, project management, and systems maintenance.

Prerequisite: None

Course Learning Outcomes

1. Apply management principles in supervision and oversight of programmers and other professionals.
2. Develop an organizational strategy and a leadership style.
3. Construct communication plans to deliver technical information using a variety of modalities.
4. Evaluate organizational technology needs and requirements.
5. Analyze existing personnel and systems for improvement and enhancement.
6. Discuss the value of technology in improving organizational efficiency and workflow.

Course 2

CSC502 Ethical Leadership in Software Development (New)

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In this course, students will learn about the ethical considerations and issues programmers and software developers encounter in the workplace related to data, electronic communication, and information security. Students will evaluate and interpret current policies and regulations and formulate their own policies based on these models. Students will also discuss the implications for ethical decisions by technical professionals and leadership utilizing Case Studies and Problem-based learning. Students will learn best practices in technology-focused ethical decision-making and policy creation in this course.

Prerequisite: CSC501

Course Learning Outcomes

1. Examine legal, ethical, and societal implications surrounding software development and data management.
2. Analyze ethical situations in programming and software development.
3. Critique solutions for sample ethical cases.
4. Determine solutions for ethical questions.
5. Create organizational policies that ethically address specific issues.

Course 3

CSC505 Software Development (Existing)

This graduate course provides students with an integrated and detailed approach to programming and software development principles. Students will gain understanding of the purpose of object-oriented software topics and pertinent software development principles. Topics included for this course focus on core programming concepts, data structures, methods, classes, software models, and software security.

Prerequisite: CSC502

Course Learning Outcomes

1. Discuss software development models.
2. Create an algorithm to solve a specific software problem.
3. Utilize basic data types in a software application.
4. Examine conditional and repetitive data structures in programming.
5. Implement an application that utilizes appropriate data structures to solve a given programming problem.
6. Analyze the differences in software development models.
7. Evaluate an appropriate software development model to solve a specific software problem.

Course 4

CSC506 Design and Analysis of Algorithms (Existing)

This graduate course provides students with a knowledge in the design and analysis of algorithms. Students will make use of appropriate data structures. Study of the complexity and

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analysis of algorithms will be completed focusing on worst case and average case, lower bounds, NP-completeness, and recurrences. Students will explore the complexity of appropriate searching, sorting, and graphing algorithms. Students will practice applied optimization of software algorithms in this course.

Prerequisite: CSC505 Software Development

Course Learning Outcomes

1. Examine factors that can impact the lower bound of a solution.
2. Discuss the use of abstract data types in software development.
3. Create an application that demonstrates optimal performance.
4. Implement a recursive solution to solve a specific problem.
5. Develop an application that makes use of appropriate data structures.
6. Evaluate the Big-O runtime of an algorithm.

Course 5

CSC507 Operating Systems (Existing)

In this graduate course students will develop a knowledge in operating system concepts. Students will gain a detailed understanding of appropriate operating system constructs that involve OS abstractions and mechanisms. Students will also gain understanding of the constructs of multithreading and resource management in computer systems. Additionally, student will explore security concepts needed to maintain a secure operating system.

Prerequisite: None

Course Learning Outcomes

1. Discuss the resources factors that affect computer system performance.
2. Implement techniques to improve parallelism and latency in an application.
3. Evaluate the differences between the kernel and user mode in developing key approaches to operating system design and implementation.
4. Explain processes that can be utilized to improve the operating system environment during execution.
5. Compare system commands to manage I/O systems and file systems in an operating system environment.
6. Apply cyber security mechanisms to create a secure operating system.

Course 6

CSC510 Artificial Intelligence (Existing)

In this graduate course, students will apply the principles associated with Artificial Intelligence (AI) and an introduction to machine learning concepts. Students will determine how to utilize structures to represent graphs associated with data exploration. Students will gain an understanding of how to effectively apply knowledge representation and techniques associated with AI reasoning. Topics that students will explore include techniques used to efficiently apply game theory, integer programming, continuous optimization, probability analysis, and machine

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learning (ML) basics. Students will create software applications that include AI and ML constructs in this course.

Prerequisite: None

Course Learning Outcomes

1. Examine intelligent search methods for a specific Artificial Intelligence problem.
2. Determine an effective solution to solve a search problem using computational theories.
3. Discuss the effects of intelligent decision-making in knowledge representation.
4. Implement solutions that utilize propositional logic and first-order logic.
5. Demonstrate using Bayesian probability to represent uncertainty in Artificial Intelligence.
6. Implement a solution that utilizes symbolic planning.
7. Discover concepts associated with machine learning.
8. Apply machine learning constructs to solve a given problem or scenario.

Course 7

CSC520 Computer Architecture (NEW)

In this Graduate course, students will explore principles associated with the architecture of computer systems. Students will determine how to develop efficient methods to make optimal use of a computing system. Students will learn best practices for managing software interaction with associated computer systems in this course. Topics that students will explore include the von Neumann architecture, parallel data structures, vectorization, software security and multiprocessor architectures.

Prerequisite: CSC505

Course Learning Outcomes:

1. Discuss techniques required to optimize assembly language programming sets.
2. Examine concepts, models and methods associated with computer architecture.
3. Compare the performance of algorithms on multicore systems.
4. Recommend techniques to improve process performance.
5. Evaluate instruction execution on a given architecture.
6. Analyze the cache coherence protocols.
7. Discuss cyber security mechanisms to consider in computing systems.

Course 8

CSC508 Database Design and Applications (NEW)

In this course, students will examine the role that relational and NoSQL databases play in software design and development. Students will explore topics that include database design and development, relational database components, NoSQL database components, and efficient database construction. Students will gain an understanding of applications of SQL and NoSQL

database systems for efficient software design and development. Students will prepare for careers in database management and administration in this course.

Prerequisite: CSC505

Course Learning Outcomes:

1. Discuss conceptual components related to database design.
2. Dissect the steps involved in the retrieval of data from a database.
3. Develop entity-relationship diagrams (ERDs) for a given database.
4. Develop a plan to communicate database design for future maintenance.
5. Examine the characteristics of a given dataset for solving a problem.
6. Implement a plan to conceptualize databases for a given scenario.
7. Distinguish between SQL and NoSQL database systems.
8. Identify security mechanisms to apply to database systems.

Course 9

CSC512 Compiler Theory (NEW)

In this course, students will gain an understanding of appropriate constructs needed for the design and implementation of high-level programming languages. Students will understand lexical analysis, compile-time mechanics, and syntax analysis. Top-down and bottom-up parsing methods will be analyzed. Techniques for recursive implementation and code optimization will also be analyzed.

Prerequisite: CSC505

Course Learning Outcomes:

1. Discuss concepts related to compiler construction.
2. Examine structures associated with basic language processing.
3. Discuss the goal of code translation during the compilation process.
4. Design an intermediate code generator for select patterns.
5. Develop an algorithm that utilizes a top-down or bottom-up parser.
6. Implement a parser using a typical parser generator.

Course 10

CSC513 Computer Networks (NEW)

In this course, students will gain a detailed understanding of the technical areas associated with network programming. Students will understand network protocols, including: Transport Layer Protocols, Network Layer protocols, and Wireless networking. Students will gain a detailed understanding of network performance, management, and application techniques. Students will apply their knowledge to developing efficient methods and protocols to scale network resources for efficient performance. Students will explore cyber security principles that should be applied to create secure computer networks. Students will also gain network programming skills that can be applied to software development in this course.

Prerequisite: CSC505

Course Learning Outcomes:

1. Discuss techniques associated with efficient network design.
2. Examine components associated with the OSI and TCP/IP architectures.
3. Propose statistical and computational methods to evaluate the performance of a given network.
4. Discuss components associated with Ethernet, TCP/IP and ATM network structures.
5. Evaluate network layer services and protocols.
6. Construct a plan that makes efficient use of transport-layer protocols.
7. Evaluate the security of a given network.

Faculty Resources

CSU-Global will continue to utilize a primary part time faculty teaching model in this program. The Program Chair for Computer Science will follow CSU-Global Faculty Recruitment and Selection policy and the three-phase selection process to ensure highly credentialed student centered faculty are selected to teach in the MSCS.

Library Resources

CSU-Global currently provides a variety of graduate and undergraduate IT and computer science courses. As such, there are no additional database requirements for this program.

Facilities, Equipment, and Technology

The MSCS program will be offered using existing technology and infrastructure. Students will be provided with the same level of support as with all CSU-Global students including 24/7 technical support, 24/7 tutoring, mental health services, career coaching, writing coaching, and a dedicated student success counselor.

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Board of Governors of the Colorado State University System
Meeting Date: October 3-4, 2019
Consent Item

MATTERS FOR ACTION:

2019-2020 Academic Faculty and Administrative Professional Manual Revisions:
Section E.12 Performance Expectations for Tenure, Promotion, and Merit Salary
Increases

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to
the Colorado State University Academic Faculty and Administrative
Professional Manual, Section E.12 Performance Expectations for Tenure,
Promotion, and Merit Salary Increases.

EXPLANATION:

Presented by Rick Miranda, Provost and Executive Vice President.

1. As teaching, advising and mentoring duties have expanded among faculty, an updated version incorporating some of these examples has been submitted for consideration.
2. As there is a greater push to have mentoring defined and recognized as a significant workload effort for some faculty, this was added to E.12.1.
3. As outreach and engagement activities expand, it is important to acknowledge these activities, which can fit into all three of the categories of research, teaching, and service.

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NOTE: Revisions are noted in the following manner:
 Additions - underlined Deletions - ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
 REVISIONS AND ADDITIONS – 2019-2020

E.12 Performance Expectations for Tenure, Promotion, and Merit Salary Increases *(last revised ~~June 21, 2011~~ **October 4, 2019**)*

All faculty members being considered for tenure and/or promotion must demonstrate a level of excellence appropriate to the rank under consideration and consistent with the standards of their discipline, their unit's institutional mission, and the faculty member's individual effort distribution in teaching and advising/mentoring, research and other creative activity, and service. Outreach/~~and~~ engagement efforts (as described in Section E.12.4) may should be integrated into the faculty member's teaching, research, and/or service responsibilities, as appropriate.

Annual and periodic comprehensive reviews of a faculty member's performance are addressed in Sections C.2.5, E.12, and E.14, and the expectations articulated in this section are applicable to those reviews. The basis for annual and periodic comprehensive reviews shall be the set of criteria in place at the beginning of the review period. All faculty member shall provide evidence, consistent with their stated effort distribution, of teaching and advising/mentoring competence;2 and/or sustained research and other creative activity;2 and/or service ~~consistent with their stated effort distribution~~ (see Section E.9.1) for annual and periodic comprehensive reviews, as well as for tenure and promotion. The department code shall establish clearly articulated criteria and standards for evaluation in these areas. Performance expectations may take into consideration the current rank and base salary of the faculty member.

E.12.1 Teaching and Advising and Mentoring *(last revised ~~June 21, 2011~~ **October 4, 2019**)*

As part of its mission, the University is dedicated to undergraduate, graduate, professional, and continuing education locally, nationally, and internationally. Toward that end teachers engage learners, transfer knowledge, develop skills, create opportunities for learning, advise, and facilitate student academic and professional development.

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Teaching includes, but is not limited to, classroom and/or laboratory instruction; on-line instruction; individual tutoring; supervision and instruction of student researchers; clinical teaching; field work supervision and training; preparation and supervision of teaching assistants; supervision of field trips; teaching abroad; service learning; outreach/engagement; organization, coordination, marketing, and promotion of official university educational activities; and other activities that organize and disseminate knowledge. Faculty members' supervision or guidance of students in recognized academic pursuits that do not confer any University credit also is considered teaching and should be included in portfolio materials and be considered as part of the evidence of teaching effectiveness. Associated teaching activities include class preparation; grading; laboratory or equipment maintenance; preparation and funding of proposals to improve instruction; attendance at workshops on teaching improvement; and planning of curricula and courses of study; and mentoring colleagues in any of these activities.

~~Outreach/and engagement activities, such as service learning, conducting workshops, seminars, and consultations, and the preparation of educational materials for those purposes, as specified by the department/unit, are important to CSU as a land-grant institution and should be integrated into teaching efforts, as appropriate (see Section E.12.4). These outreach activities~~ This includes teaching efforts of faculty members with Extension appointments. Examples of engaged teaching include service-learning and conducting workshops, seminars and consultations, and the preparation of educational materials for those purposes. Other examples can be found in the "Continuum of Engaged Scholarship".

Excellent teachers are characterized by their command of subject matter; logical organization and presentation of course material; formation of interrelationships among fields of knowledge; energy and enthusiasm; availability to help students outside of class; encouragement of curiosity, creativity, and critical thought; engagement of students in the learning process; use of clear grading criteria; and respectful responses to student questions and ideas.

Departments shall foster a culture that values and recognizes excellent teaching, and encourages reflective self-assessment. To that end, departmental codes must, within the context of their disciplines, (1) define effective teaching and (2) describe the process and criteria for evaluating teaching effectiveness. Department codes shall make it clear what is needed for a faculty member to meet teaching expectations and what is needed to exceed expectations. Evaluation of teaching should be designed to highlight strengths, identify deficiencies, and improve overall teaching and learning.

Evaluation criteria of teaching can include, but are not limited to, quality of curriculum design; quality of instructional materials; achievement of student

learning outcomes; and effectiveness at presenting information, managing class sessions, encouraging student engagement and critical thinking, and responding to student work. Evaluation of teaching shall involve multiple sources of information such as course syllabi; signed peer evaluations; examples of course improvements; development of new courses and teaching techniques; integration of service learning; appropriate course surveys of teaching; letters, electronic mail messages, and/or other forms of written comments from current and/or former students; and evidence of the use of active and/or experiential learning, student learning achievement, professional development related to teaching and learning, and assessments from conference/workshop attendees. Importantly, student perceptions of the learning environment are, by definition, *not* evaluations of teaching effectiveness and cannot be taken as such; they are simply the student perspectives on their experience in a learning environment. Departments must not use student survey responses as a direct or comparative measure of teaching effectiveness nor use student responses or attendant metrics derived from student responses independent of multiple sources of evidence of teaching effectiveness. The use of student survey responses is appropriate only in the context of multifactorial reviews of multiple resources oriented toward an instructor's continuous improvement in fulfilling our teaching mission. Given this, reflection on, and use of, student perceptions can be one part of instructors' formative development because these perceptions can offer insights into the learning environment that only the students can provide. As such, results from student course surveys should be shared with department heads and promotion and tenure committees and considered only *in context* of a multifactorial review for the purpose of mentoring and evaluating teaching that includes information on courses taught, patterns in student survey responses, and instructors' reflections on such patterns in teaching portfolios that document their accounts of how they have used this and other feedback. Anonymous letters or comments shall not be used to evaluate teaching, except with the consent of the instructor or as authorized in a department's code. Evaluation of teaching effectiveness should take into account the physical and curricular context in which teaching occurs (e.g., lecture, practicum, lab courses, independent and group study courses; face-to-face and online settings; lower-division, upper-division, and graduate courses), established content standards and expectations, and the faculty member's teaching assignments, in particular the type and level of courses taught. The University provides resources to support the evaluation of teaching effectiveness, such as systems to create and assess teaching portfolios, access to exemplary teaching portfolios, and professional development A programs focusing on teaching and learning.

Effective advising and mentoring of students, at both the undergraduate and graduate levels, is a vital part of the teaching/learning process.

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Advising/mentoring activities include, but are not limited to, meeting with students to explain graduation requirements; giving academic advice; giving career advice or referring the student to the appropriate person for that advice; and supervision of or assistance with graduate student theses/dissertations/projects ~~advising/mentoring students for official university activities and advising student organizations. Advising/mentoring of graduate students includes, but is not limited to, supervision of and/or assistance with theses, dissertations, publications, presentations and project-related products. In particular, the advising/mentoring commitments are different for non-thesis masters students, thesis masters students, doctoral students, and postdoctoral fellows.~~

Advising and mentoring is characterized by being available to students, keeping appointments, providing accurate and appropriate advice and providing knowledgeable guidance. Evaluation of advising/mentoring effectiveness can be based upon signed evaluations from current and/or former students, faculty members, and professional peers. Evaluation of advising/mentoring should take into account the quality of the advising/mentoring and the time spent on advising/mentoring activities. Department codes ~~The faculty in each academic unit shall specify specific criteria and standards for evaluation and methods for evaluating teaching and advising/mentoring effectiveness and shall evaluate advising/mentoring as part of annual and periodic comprehensive reviews. These criteria, standards, and methods shall be incorporated into departmental codes.~~

E.12.2 Research and Other Creative Activity (last revised ~~August 12, 2009~~ **October 4, 2019)**

Research is the discovery and development of knowledge; other creative activity is original or imaginative accomplishment. Research and other creative activity include, but are not limited to, publications; exhibitions, presentations or performances; copyrighted, patented, or licensed works and inventions; supervision of or assistance with graduate student theses/dissertations and undergraduate research; and the award of funding to support research and other creative activities. Scholarly activities that advance the effectiveness of teaching and education could also be considered research. Scholarly activities with a research/creative artistry component that include reciprocal engagement with external partners (local, state, national, and international) are encouraged and should be considered research and creative activity (see Section E.12.4). Examples include applied research, community-based participatory research, and collaboratively-created new artistic or literary performances. Other examples can be found in the “Continuum of Engaged Scholarship”.

The criteria for evaluating the original or imaginative nature of research and other creative activities should be the generally accepted standards prevailing in the applicable discipline or professional area. Standards for determining quality will vary among disciplines and should be specified by each academic unit. However, evaluations should be based primarily upon the quality of the product as judged by peers. Some measures of quality are the prestige of the journals in which publications appear, reviews of publications in the critical literature, reviews of awards for significant professional accomplishment, grants obtained in open competition, and impact and outcome assessments as indicated by adoption of results by clientele. When work is a collaborative effort, every attempt should be made to assess the value of the contribution of the faculty member. Some categories of publication or other accomplishments, such as Extension publications, more properly are regarded as vehicles for teaching or outreach/engagement; however, these may be considered evidence of other creative activity to the extent that new ideas and research are incorporated.

E.12.3 Service *(last revised December 1, 2017 October 4, 2019)*

Service advances the interests of the institution, the community, and the professions and is described below.

E.12.3.1 University Service

In academic institutions the faculty members share in the formulation of University policies and in making and carrying out decisions affecting the educational and scholarly life of the University. University service can occur at the department, college, campus, and system-wide levels, as well as outside of the university system. Faculty are expected to participate in the governance and the common good of their department, the campus, and the advancement of their profession. University service includes but is not limited to contributions to the governance and leadership of the University through participation in the formulation and implementation of department/college/university policies via membership on committees, councils, and advisory groups and participation in administrative activities. University service also includes advising student organizations.

University service is evaluated through timely and effective participation in such activities ~~related to academic matters~~. The standards for assessing faculty service activities will vary among disciplines and should be specified by each academic unit and incorporated into departmental codes. ~~Senior f~~Faculty members should

undertake ~~greater service and engagement~~ roles based upon their experience, but ~~junior~~ all faculty members should be encouraged to participate in activities which contribute new perspectives, develop expertise, and further the mission of the University.

E.12.3.2 Professional Service (*last revised ~~August 12, 2009~~ October 4, 2019*)

Service in local, state, national, or international professional organizations enhances the University's scholarly and academic reputations. Service in professional organizations includes but is not limited to editorial activities for professional publications; service as an officer or committee member of a professional society; participating in or organizing research conferences, workshops or professional meetings; reviewing grant proposals; and service on academic review or accreditation boards. Service rendered in one's professional capacity as a citizen of the community is commendable and may be evaluated as an appropriate faculty activity.

Professional service is evaluated through the amount and quality of participation ~~which~~ and its contribution to the long-term improvement of teaching, scholarship, and the profession.

E.12.3.3 Clinical Service (*New section October 4, 2019*)

Professional education programs are often dependent upon faculty members with advanced training that devote a considerable fraction of time and effort to these important activities. Attainment of board certification is often an external endorsement of competence granted by a professional organization representing the specialty.

E.12.3.4 Service with External Partners and Communities (*New section October 4, 2019*)

As a land-grant institution, the University is committed to engagement efforts that work with external partners to serve current and future needs of local, state, national and international communities (see Section E.12.4). Therefore, departments and units should encourage and support faculty efforts that are focused on such engagement. Examples of engaged service include technical assistance, consulting, and policy analysis. Other examples can be found in the "Continuum of Engaged Scholarship".

E.12.3.5 Extension Service (New section October 4, 2019)

Extension is dedicated to serving current and future needs of the population within the state, as well as nationally and internationally, through educational information and programs to address important and emerging community issues using dynamic, science-based educational resources. CSU Extension is highly valued for inclusive, impactful community engagement in support of our land-grant university mission.

E.12.3.6 Other Types of Service (New section October 4, 2019)

1. Leaves from the campus without salary for governmental or industrial positions. These leaves can result in long-term benefits to the individual and the campus.
2. Nonstandard service. In some cases, service may be considered “non-standard” or ambiguous with respect to how it should be considered. In the following situations, it may not be clear as to whether the contribution is to research, teaching, or service: (1) directing a field program overseas, which involves administrative service while at the same time contributing to one’s research activities; or (2) administering an exchange program, where the faculty member directs the program while also teaching students in the program. The categorization of such activities may not be evident from the descriptions usually provided by the faculty member. Therefore, the department head, when preparing a faculty member’s case for merit or promotion, should clarify the categorization of the activity under one or more of the headings of research, teaching, and service and should specify the nature of the activity in question.
3. Public service. As faculty members advance through the professorial ranks, they are expected to exhibit an increasing record of service in their dossier of performance. Recognition is given to service that fulfills the public mission of the University, such as involvement in community organizations and service to governmental agencies at the local, state and national level, and to professional associations at the local, national, and international level.

E.12.3.7 Guidelines for Evaluation of Service in Faculty Performance Reviews *(New section October 4, 2019)*

The following guidelines are for faculty, department heads, deans, and other reviewing committee members involved in the preparation and consideration of merit and promotion cases. In order to cultivate a culture of service at CSU, some suggested guidelines are offered here.

An Assistant Professor is expected to provide service at the local level of the department or school; for example, through clinical service in specialized areas of medicine or by serving as an undergraduate adviser, as a member of a graduate admissions committee, or as a member of a faculty search committee. Service at the campus level is relatively rare for Assistant Professors, but, when it occurs, it is most appropriate for the service to be on campus committees that do not have intensive and prolonged time demands.

Assistant Professors in Extension or Clinical service are expected to provide their expertise to teaching at the professional student levels. These faculty, by definition, have high service loads within the clinics and/or within the community.

Associate Professors are expected to serve both their departments and the campus. It is understood, however, that Associate Professors in some departments may need to devote more service to the governance of their departments – whether as department heads or undergraduate/graduate directors. These faculty are thus not as free to perform campus service as faculty in other departments. It will be the job of the department head to explain such situations in sending forward promotion and merit cases.

At the level of Full Professor the expectations increase to include all of the categories mentioned in the lower ranks of the professorate, including the assumption of administrative positions such as department head, directors, or leadership in other research units such as field stations. Periodic service on Faculty Council and its committees is also expected unless the aforementioned positions preclude such service. In summary, Full Professors are expected to offer frequent and broadly distributed service to multiple constituencies within the academic community.

The type and level at which service is performed should be commensurate with the rank of the faculty member, with the expectation that, as a faculty member rises in rank, the level at which service is performed is expected to rise. A

sustained deficiency in service should be a consideration when making decisions regarding merit increases and promotion.

Departments are encouraged to include contract and continuing faculty in service assignments, especially through membership on appropriate departmental committees. Also, contract and continuing faculty are encouraged to participate in service activities when the opportunity arises. Such service shall be acknowledged in the effort distribution and the annual evaluation of the faculty member. In addition, it shall be compensated for by a reduction in other duties and/or supplemental pay. It is understood that a reduction in other duties may need to be averaged over more than just one or two semesters. For example, a continuing service percentage of 5% might be compensated for by a release of one course every fourth semester.

Faculty members, when preparing background material for their promotion or merit case, should provide accurate information about their service record and should indicate any unusually demanding service they performed.

The service record will be considered along with the teaching and research records in merit and promotion cases. The role of the department head or dean is to evaluate the faculty member's service record. This should include a summary of the work performed and the time demands involved, as well as an assessment of the value of this work, the contribution made by the faculty member, and the effectiveness of the faculty member in performing this work. A listing of service activities is not sufficient.

Department heads who are being considered for academic advancement are subject to regular review procedures. Academic leadership is, in itself, a significant academic activity. Therefore, distinguished leadership and effective discharge of administrative duties by a department head shall be considered in evaluating the performance of a department head for a merit increase, accelerated increase, or promotion.

E.12.4 Outreach and Engagement (New section October 4, 2019)

Outreach and engagement are fundamental components of the University's land-grant mission, described as "the partnership of university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good

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(Committee on Institutional Cooperation, 2003). CSU applies this definition across a spectrum of scholarship-based outreach and engagement activities conducted in all areas of the university’s mission: teaching, research, service, and extension (as described in the table “Continuum of Engaged Scholarship”).

Outreach involves generating, transmitting, translating, applying, and preserving knowledge for the direct benefit of external audiences, in support of university and unit missions. Faculty who conduct outreach programs generate and apply knowledge to address community needs without necessarily engaging community input. Examples of outreach include technology transfer, presentations at community or stakeholder meetings, advice to industry, presentations to K-12 audiences, and student recruitment.

As an inherent commitment of the university’s land-grant mission, outreach may be seen as part of the University’s public relations effort and enhances the status of CSU in the community and the state. These activities may also facilitate further and deeper engagement with external partners, as described in the paragraphs to follow.

Engagement is distinguished from outreach as “collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity” (Carnegie Foundation, 2008).

Engagement increases the effectiveness of university activities in its mission of improving the condition of the greater society and includes a continuum of progressively increasing levels of involvement with external partners and the community (see “Continuum of Engaged Scholarship”). While outreach may be seen as the first step in engaged scholarship, engagement is characterized by the development and maintenance of partnerships that are reciprocal and mutually beneficial and generally addresses challenges facing the University and the communities it serves. In some cases, increasingly effective engagement may include moving the engagement focus from local to regional to national to international communities.

Examples of engagement include community-based participatory research; service-learning; managed learning environments such as museums, libraries and gardens; and work with defined communities such as producer groups, industries and businesses, teachers, and civic-minded non-profit entities.

Distinguishing characteristics of engagement include:

- i. Engagement is scholarly as it co-creates discipline-generated, evidence-based practices and experiences.
- ii. Engagement cuts across the university activities of teaching, research, service, and extension, so that it represents a particular approach to these activities rather than a separate activity.

Due to its embedded and integrative nature, outreach and engagement cannot and should not be evaluated separately. Engagement is not an end in itself, but rather, can be a means for accomplishing, informing and enriching teaching, research and service outcomes. It can bring together effort in these three traditional areas of work in a systematic way and makes more visible the full value of faculty effort.

Where appropriate and consistent with the academic mission of the department, the department code should define outreach/engagement expectations and how those expectations are addressed in the faculty member's teaching, research, and/or service effort distribution (see Section E.9). The standards for assessing the scholarship of outreach/engagement activities will vary among disciplines and should be specified by each academic unit and incorporated into departmental codes (see Section E.9.1).

Board of Governors of the Colorado State University System
 Meeting Date: October 3-4, 2019
 Action Item

MATTERS FOR ACTION:

Approval of the renaming of the College of Humanities and Social Sciences (CHASS)

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve the renaming of the *College of Humanities and Social Sciences* to the *College of Humanities, Arts and Social Sciences*. If approved, this name change will be effective immediately.

EXPLANATION:

Presented by Mohamed Abdelrahman, Provost and Executive Vice President for Academic Affairs, CSU-Pueblo.

The College of Humanities and Social Sciences encompasses the mission and vision of CSU-Pueblo by addressing the importance of the arts with the “integration of liberal arts and sciences with professional preparations as well as an emphasis on experiential education that reflects skills and competencies needed in a global society” at the university. The college’s current name lacks any reference to the performing and visual arts. By adding “Arts” (to officially stand for the “A” in CHASS) in the college title, there will be an acknowledgement that performing and visual arts are, indeed, a vital part of the identity of the college. The new name for the college will be the College of Humanities, Arts, and Social Sciences.

The CHASS Organizational Chart will not change from its current structure.

 Approved

 Denied

 Board Secretary

 Date

Colorado State University Online

Annual Update

October 2019

Amy Smith, Ph.D.

Associate Provost

Colorado State University Online

A Division of the Office of Engagement



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL

FY2019 Highlights

13% growth in gross revenue from FY18

Online MBA revenue increased 16% after four years of decline

Osher Lifelong Learning Institute revenue up 11%

Launched B.S.B.A. in Accounting at the Sturm Collaboration Campus in Castle Rock

Organizational Changes:

- Dr. Smith promoted to Associate Provost
- Staff growth and team realignment
- Developed a Student Outreach Team to drive higher lead conversion

FY2020-21 Planning

Strategic Plan centered on growth, quality, and cost

Key Objectives:

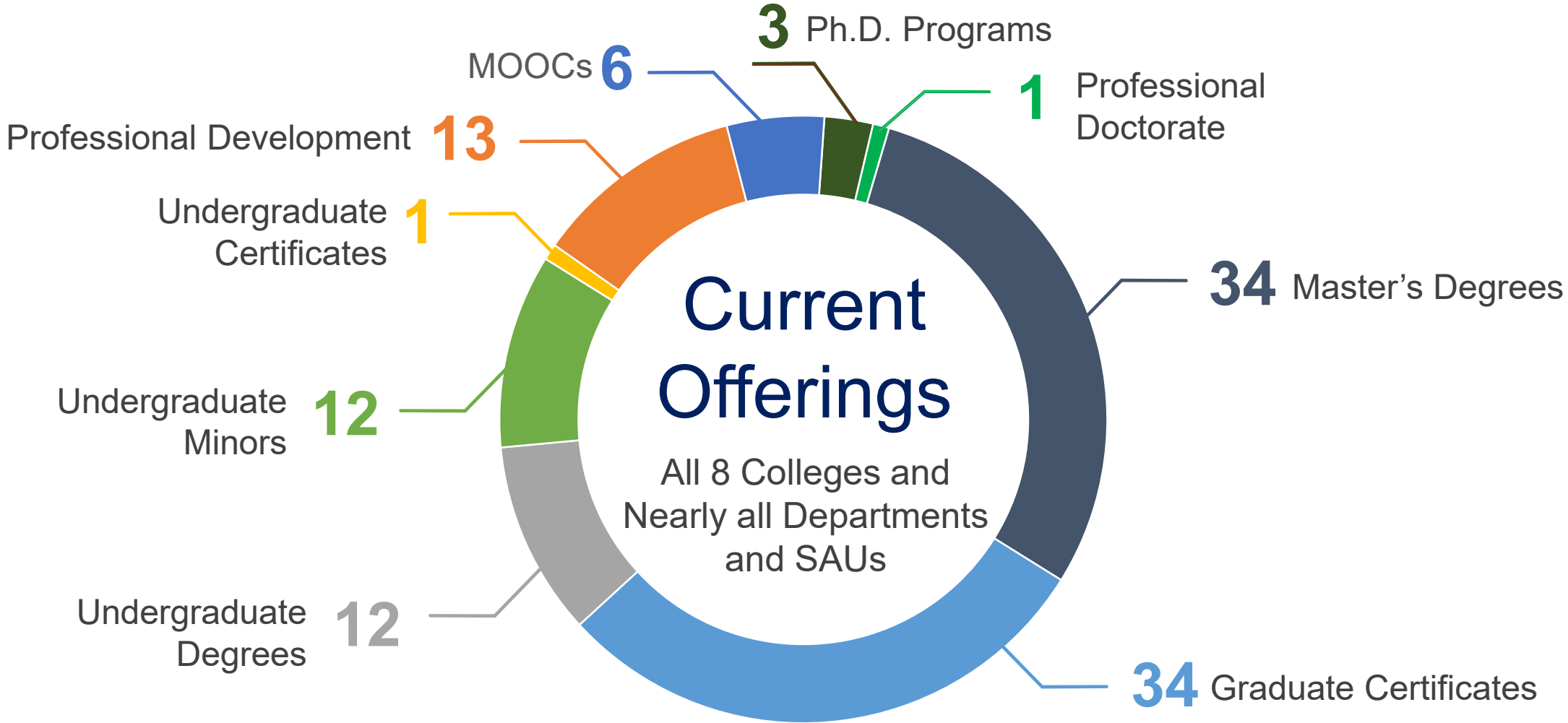
- Infrastructure
- Portfolio Expansion
- Partnerships
- Thought Leadership
- Business Analytics

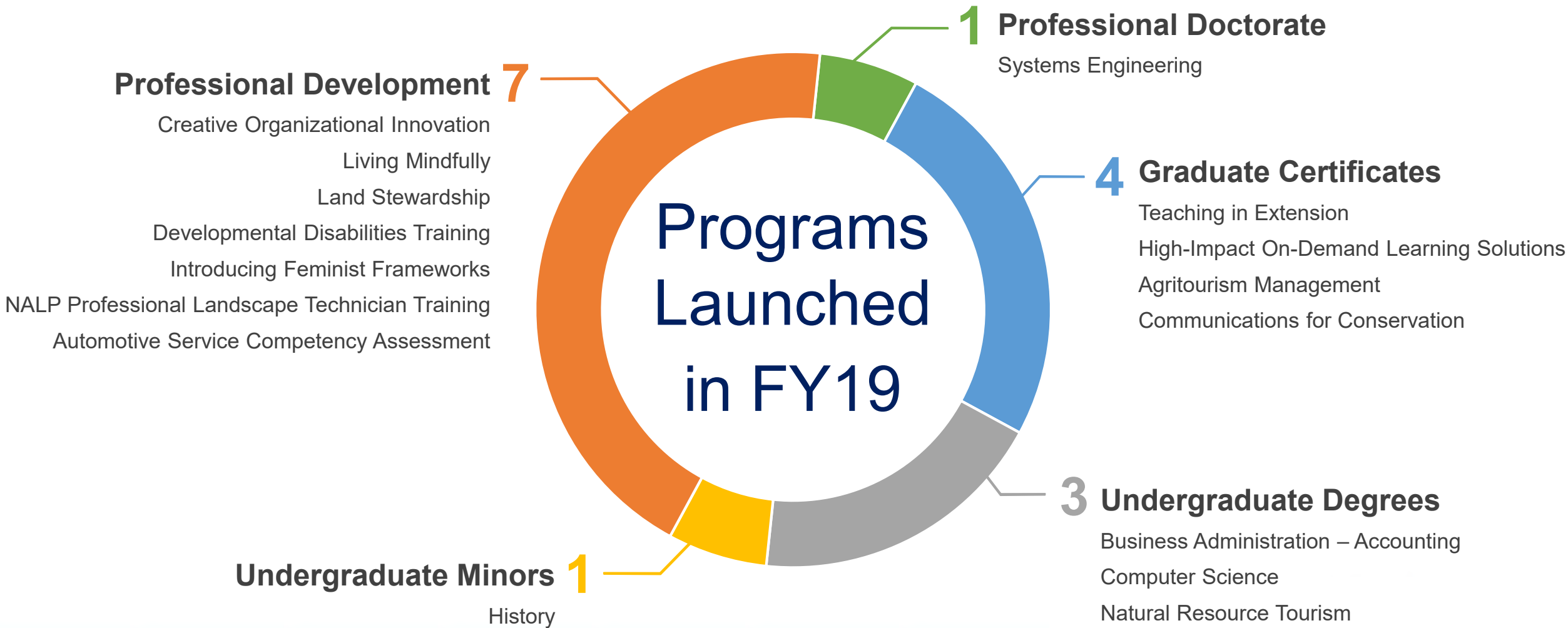
Expected Measurable Results:

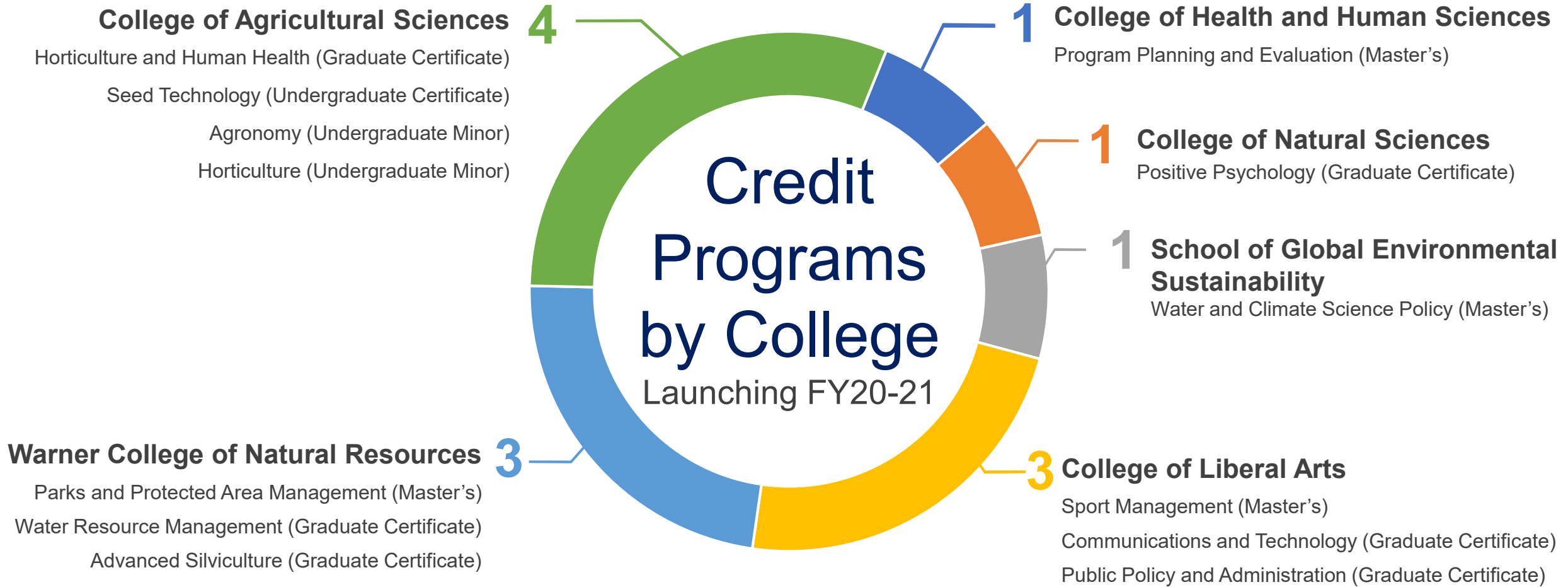
- Total enrollment increase 8%
- Total revenue increase 10-12%
- Substantial increase in client satisfaction

15+ programs ranging from degrees and certificates to conferences, bootcamps, and on-site professional development









New and Re-Designed Professional Development and Corporate Training Offerings Coming FY20-21

CSU Campus Partnerships

College of Agricultural Sciences

- Sanitation in a Food Safety Program (Badge)

College of Health and Human Sciences

- Plant-Based Nutrition (Badge)

College of Engineering

- 3D Printing for Professionals (Badge Re-Design)

CSU Extension

- Certified Gardener (Badge Re-Design)

Office of Engagement/Colorado Water Center

- Climate Smart Agriculture (Badge)

External Partnerships

Air Movement and Control Association (AMCA)

- Digital Briefs

Federal Emergency Management Agency (FEMA)

- On-site Training

City of Fort Collins

- e-Training

Manufacturers Edge, Inc.

- e-Training

National Association for Interpretation (NAI)

- Virtual Conferencing

Cherokee Ranch & Castle

- Credentialing

Zach Mercurio (Keynote Speaker/Author)

- e-Learning



New Partnership Opportunities for Professional Development and Corporate Training

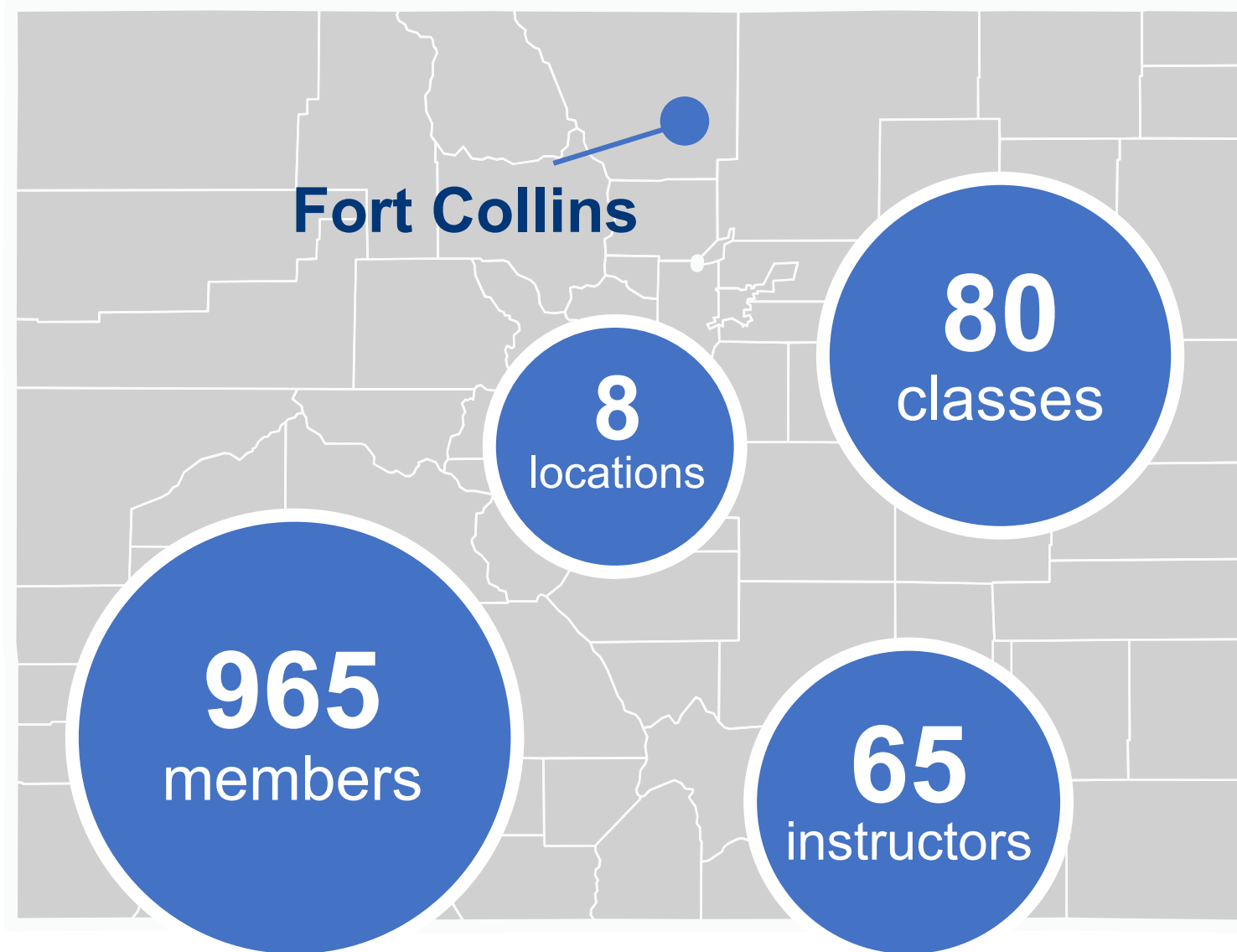


Office DEPOT®
OfficeMax®



CAAICON

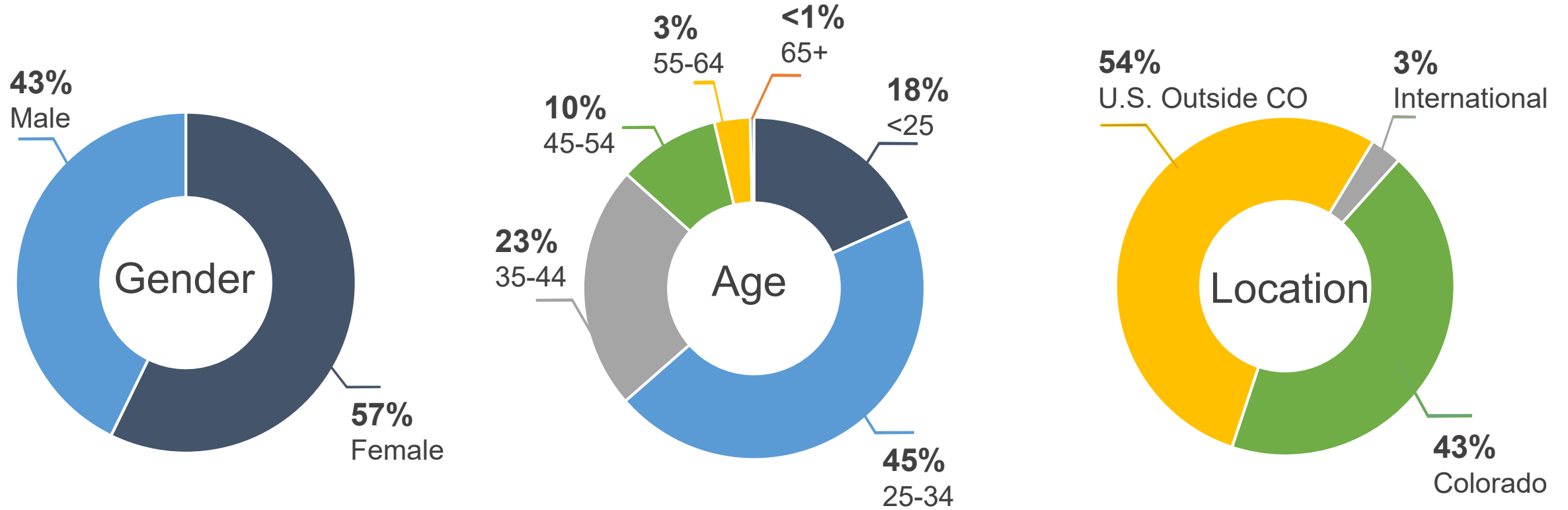




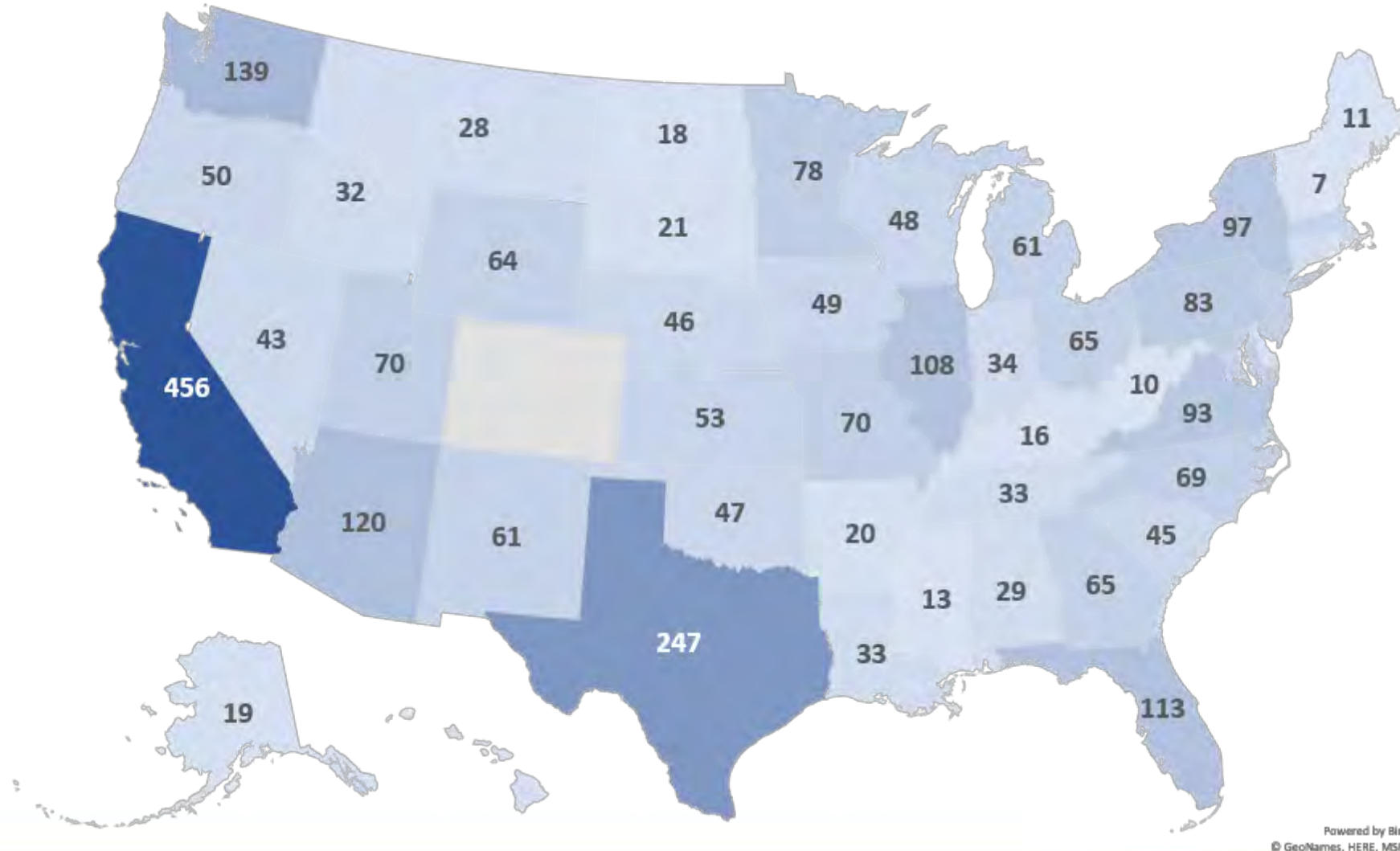
Diverse Program Offerings

- Art and Design
- Communications and Language Arts
- Cultural, Economic, and Foreign Affairs
- History, Psychology, and Philosophy
- Music, Theater, Film
- Nature, Science, Technology
- Health and Wellness

Online Student Demographics



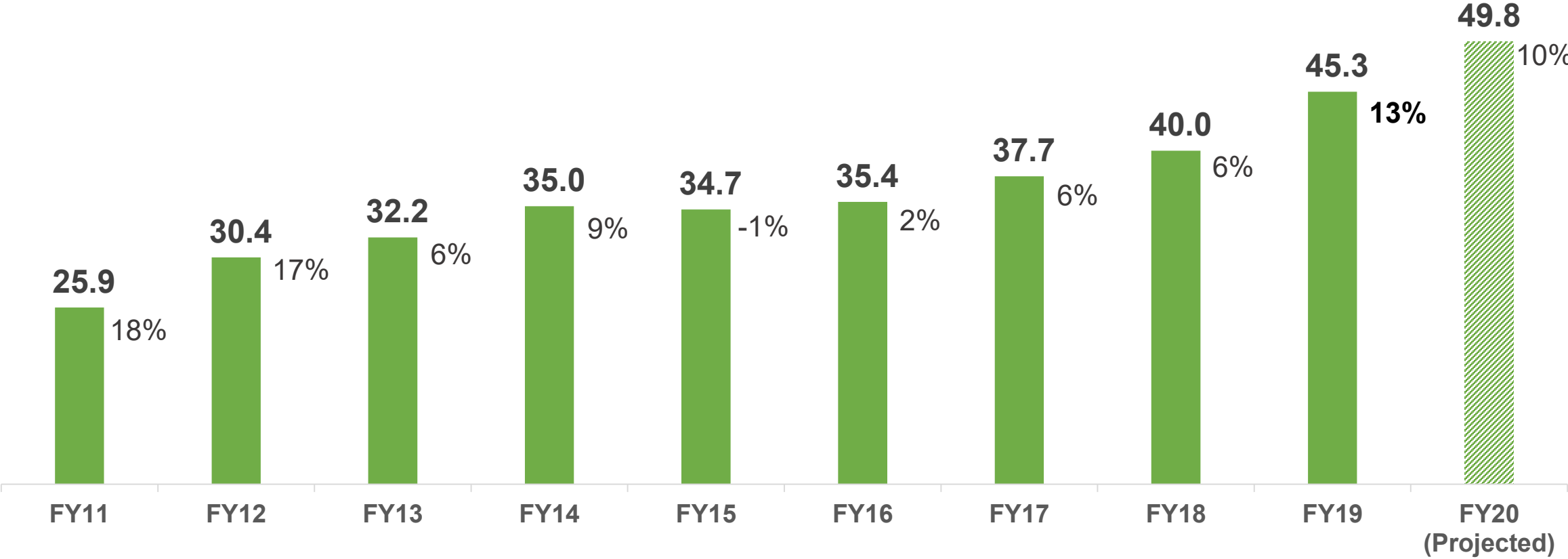
Online Students Located in U.S., Outside Colorado



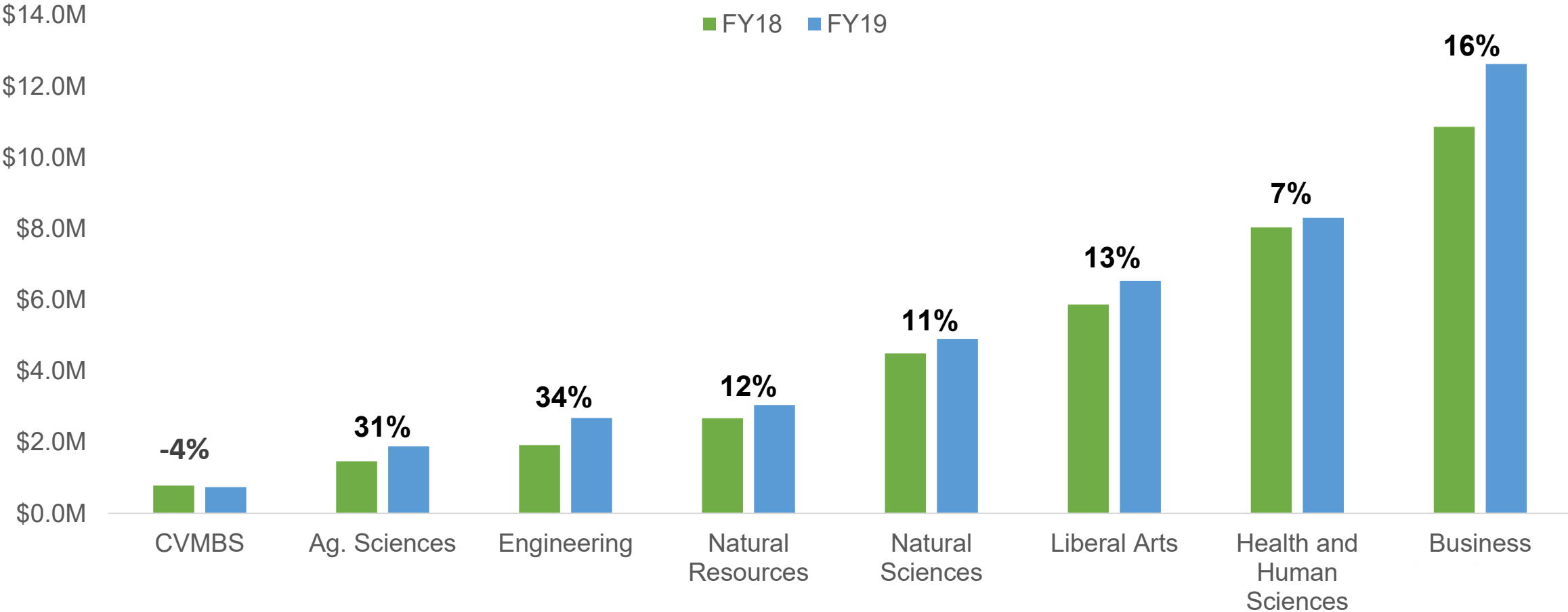
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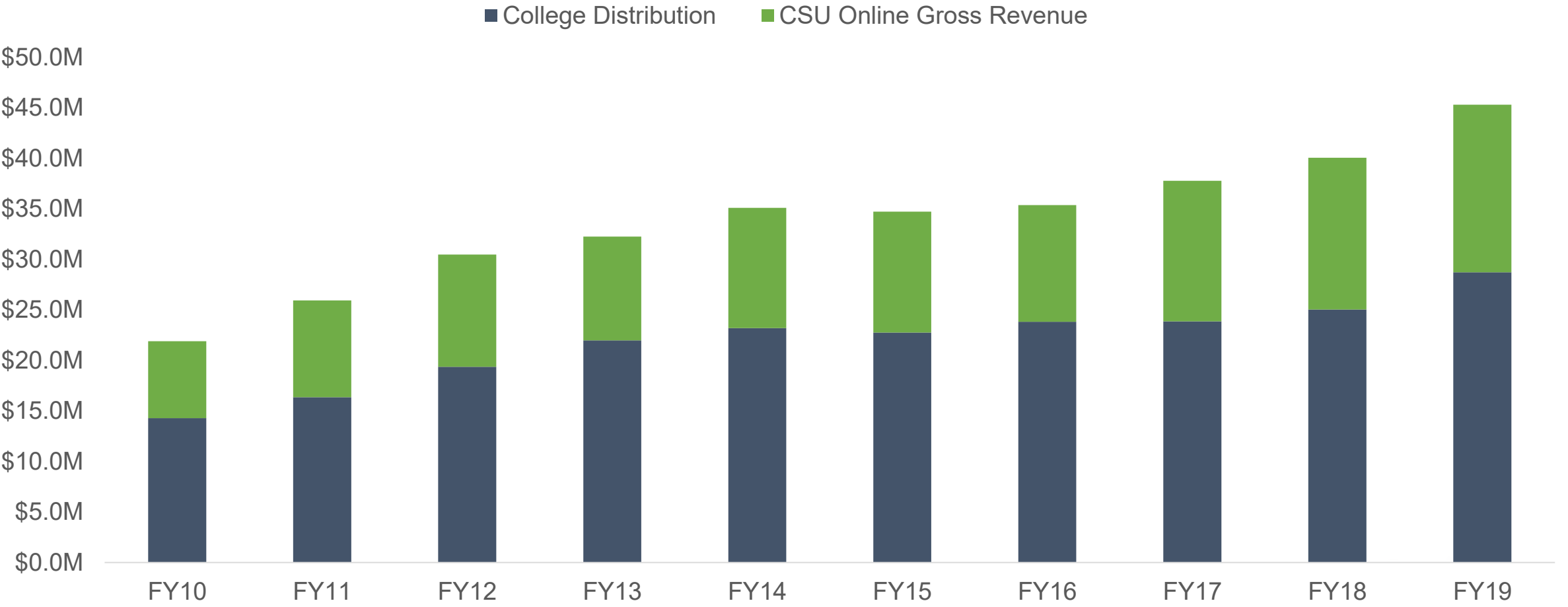
CSU Online Gross Revenue (Millions)

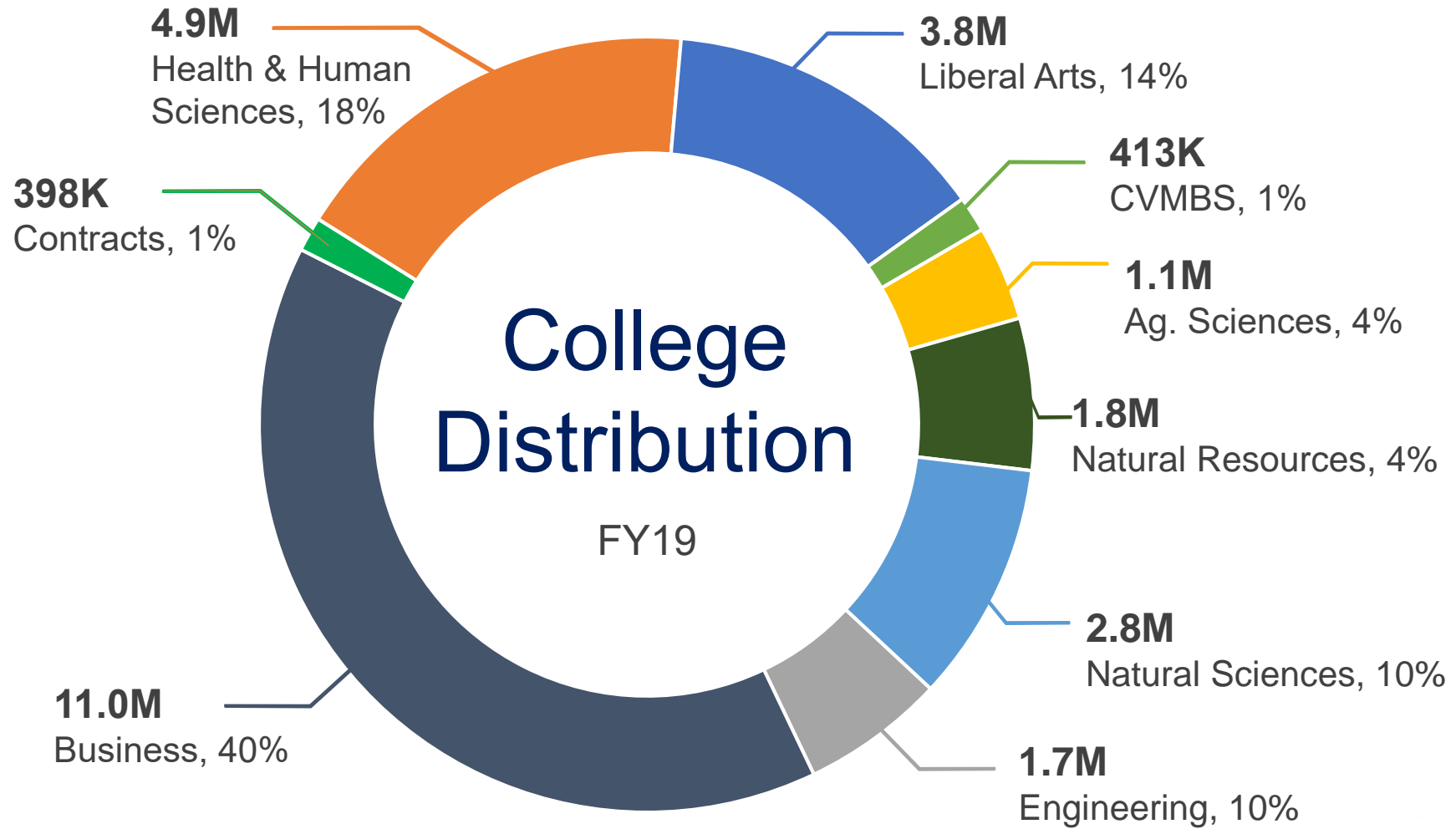


Year-Over-Year Revenue Growth by College



CSU Online Gross Revenue and College Distribution









COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL

Section 12

Colorado State University Reports

- Colorado State University Student Representative's Report
- Colorado State University Faculty Representative's Report
- Colorado State University President's Report



ASCSU

BOG REPORT

CSU | Fort Collins | 9.19.2019

Cap and Gown Initiative

The **Cap and Gown Initiative** comes after several students reached out in previous years with frustrations after they were unable to walk at graduation due to cap and gown costs. ASCSU is buying in bulk an order of **caps and gowns that can be rented free-of-charge by graduating students through our campus partners**. This will likely reduce the overall amount of money spent on caps and gowns across campus as well.

Open Educational Resources (OERs)

Open Educational Resources are textbooks, softwares, and other educational resources that are open-source and free of charge to students. We've been meeting with the Governor's office to give student input on these initiatives and better communicate the resources to faculty and staff. It is ultimately faculty and staff's discretion to use the educational resources to help students save costs.

Food Insecurity Initiatives

Food Insecurity Initiatives are focusing primarily on education and service. ASCSU helped host a panel on food insecurity with partners from CSU's Extension Office, One Health Institute, CSU faculty, and more. We are also giving out **more educational resources at our mobile food pantry** that let students know about various campus initiatives. We've held several meetings about our **community garden initiative that would allow students to grow fresh produce to be donated to our mobile food pantry**. We are soon touring the extension facility where the garden will be placed.

Diversity and Inclusion

Some sources have reported that **over 700 students showed up to our student senate session to have their voices heard by student representatives following bias incidents on campus**. I am so proud of the organization and how we have offered a place for these students to speak. **We have several initiatives in response to the incidents:** We are planning a diversity event and bringing in various speakers, we are tabling on our campus plaza to gather student input, we are communicating more with the diversity offices and sharing their resources, we are hosting student round tables, we are launching a social media campaign to continue the conversation at home, we passed various resolutions, we are drafting a student-to-student letter to be sent out to the student body, and we are continuing to support student-led initiatives in response. There is certainly more to be done.

We are also **partnering with the Office of International Programs (OIP) to bring Samantha Power, a former US Ambassador to the United Nations, to campus.** We believe this will help bring international students and domestic students together.

Transportation Safety Initiatives

Transportation Safety Initiatives come in the aftermath of student deaths involving traffic incidents. **A committee on e-scooter safety** is being run by ASCSU students. The committee gathers **input from students on opinions on the scooters** and asks questions like where they should be parked, if they should be restricted from certain areas, etc. We are also exploring an initiative to **give out more reflective materials to students for their safety.** **Reflective pins are an option we're exploring.**

Traditions and Programs

Grill the Buffs was an incredible event—we ordered more food than ever and still did not have enough. Tailgating for the year has been successful. We are focusing on bringing in **more diverse organizations to our tailgates.** We are also focusing **on more sustainable waste clean-up and more student education on the laws surrounding tailgating.** We are proud that **no tickets have been given out to CSU students in the student tailgate lot!**

Board of Governors Report - October 3-4, 2019

Respectfully submitted by Stephanie Clemons, Ph.D.
Faculty Representative to the Board of Governors, CSU – Fort Collins

Following are some of the campus-wide Initiatives that CSU-Fort Collins faculty are engaged in this academic year.

Courageous Strategic Transformation. See President McConnell's report.

Curriculum. Understanding efficiencies of curriculum and undergraduate curricular complexity. Faculty have been asked to evaluate how their programs of study can be less complex and more efficient to increase degree completion of our undergraduate students.

Non-Tenure Track Faculty promotions. This is the first academic year there will be a review of eligible, non-tenure track faculty (n = approximately 290) for promotion to higher ranks. This process will parallel that used for tenure track/ tenured faculty and will include input from all faculty. Recommendations for promotion due to the provost: March 13, 2020. Process includes development of promotion packets, procurement of external/internal letters of evaluation, department head evaluations letters, committee deliberations, codes changes. All faculty will be involved.

Teaching Effectiveness Design Guide. With input from faculty and Faculty Council Committee on Teaching and Learning (COTL), The Institute for Learning and Teaching (TILT) developed a Teaching Effectiveness (TE) framework that offers an integrated, manageable approach to enhance teaching effectiveness in the classroom. Rolled out this summer, the TE Guide includes elements such as instructional strategies, curriculum/curricular alignment, classroom climate, pedagogical content knowledge, student motivation, inclusive pedagogy, as well as feedback and assessment. Faculty are encouraged to evaluate these elements as they move forward with their courses. See <https://tilt.colostate.edu/proDev/tef/> for detail.

Institutional Learning Outcomes (ILO's). Discussions are taking place with faculty members regarding what CSU's overarching institutional learning outcomes should be and how to integrate them into course curricula.

Student Success Initiatives. The largest and most diverse, freshmen class in Colorado State University's history has led to record enrollment for the 10th consecutive year. This student influx is the result of the university's intentional strategic planning for growth, increasing quality and excellence in education, and investment in the campus infrastructure. Of the 5,115 incoming freshmen, 1,364 are ethnically diverse students – 27.1 percent of the class. First-generation students make up 22 percent of the freshman class. Faculty are involved in several campus-wide Student Success initiatives including First Four Weeks, Catalyst Peer Learning Assistants, and Intergroup Relations – Inclusive Classroom Engagement.

Engaging and facilitating difficult conversations in the classroom. Faculty care. Faculty discussions are taking place regarding how to continue to enhance CSU as a healthy organization and appropriately facilitate difficult student discussions in the classroom.

This section of the BOG report will feature snippets from one to two colleges on the CSU-FC campus. The first two featured colleges are College of Agriculture and the Walter Scott, Jr. College of Engineering.

College of Agriculture – Faculty-Related Updates

“Unquestioned global preeminence in Agri-tech and Agri biome focusing on the safety, security, and sustainability of food and resource systems contributing to our ongoing efforts to enhance the well-being of humans, plants, and animals.”

Administration. Under the leadership of a new Interim Dean - Dr. James Pritchett - the College faculty are actively engaged in planning programs for the National Western Complex in Denver. Such programs and research include green roof research, controlled environment agriculture, soil-testing lab, agriculture museum and CSU Extension Master Gardener programs.

Physical Facilities. The college administration (including the Dean’s office) as well as the Department of Horticulture and Landscape Architecture moved out of the Shepardson Building for the renovation and expansion of the building; new name coming. Construction: two years.

Curriculum. A new major – Agricultural Biology - is in the approval process in the Dept. of Bioagricultural Sciences and Pest Management (BSPM). This will be the first undergraduate degree in the department. Landscape Architecture received accreditation by the Landscape Architectural Accreditation Board.

Experiment Station. New Arkansas Valley Campus broke ground on Sept 5th. The Arkansas Valley Campus will be the administrative home and intellectual leadership center for the agricultural experiment stations in southeastern Colorado.

Growth. The Department of Horticulture and Landscape Architecture has seen rapid growth in the last few years (70% increase in 3 years).

Research and Engagement Excellence. Research foci: Agri-tech, Agri biome, and sustainable livestock systems.

Spotlight Award/Recognition. Kelly Wrighton, a microbiome scientist and assistant professor in the Department of Soil and Crop Sciences, is a recipient of the Presidential Early Career Award for Scientists and Engineers (PECASE). The PECASE is the highest honor bestowed by the United States government on outstanding scientists and engineers who are starting their research careers and show exceptional promise in science and technology leadership. Her research has implications for soil health; improved predictions of greenhouse gases; optimized energy recovery from hydrocarbon systems; and stabilized human gastrointestinal function. Her lab uses genomics-enabled technologies to inventory microbial gene content and expression. <https://agsci.source.colostate.edu/white-house-honors-csu-professor-with-presidential-early-career-award/>

Outreach. The College of Agriculture hosted the National Collegiate Landscape Competition in March 2019. More than 800 students from 60 schools competed.

Impact Factoid. CSU’s Plant Growth Facilities has experienced significant renovations, totaling more than \$1.4 million to better assist students and researchers study and cultivate plants at Colorado State University – Fort Collins. Made up of a series of greenhouses, growth chambers, and lab space, the facility supports \$39 million in research, with 350 users across five colleges.

Walter Scott, Jr. College of Engineering

“We will significantly benefit our region, nation and the world by engaging the global water, health, energy and environmental challenges of the day through leadership in the practices of engineering research, education, innovation and engagement.”

Students and Student Success. Scholarships available to College of Engineering students have doubled. They are also working on undergraduate student success initiatives to close gaps and they want to attract more top graduate students. Overseas students are a large part of their graduate program and numbers are down due to national political landscape. Note: Graduate degrees are one-third of those conferred in the college every year.

Research. Faculty have a remarkably high research impact; near top of their peers. The Cooperative Institute for Research in the Atmosphere (CIRA) has brought in new centers and grants. For example, a new \$128 million cooperative agreement with the National Oceanic and Atmospheric Administration. This research supports such things as hurricane track and intensity forecasting, real-time satellite tools for the National Weather Service, and forecaster training on use of satellite observations.

Tech Transfer. Sixty-five percent of CSU’s patents are from the College of Engineering.

Faculty/Diversity Recruitment. The college continues to work on the recruitment and retention of faculty, particularly diverse (in all its meanings). They are considering competing again for an NSF Advance proposal that focuses on increasing the representation of women on STEM faculty in the U.S. with a particular focus on underrepresented women and women at the intersections of race, sexual orientation and identity.

Their college’s second Walter Scott Jr. Presidential Chair, Professor Tami Bond joined the faculty this fall in the Department of Mechanical Engineering. A respected, interdisciplinary researcher in energy consumption and global atmospheric chemistry, Bond’s research describes the challenges of a “decision-to-impact” framework, affecting present and future global atmospheric conditions and health. The framework is a causal chain, originating with small local choices for household energy and technology use. Those choices lead to increased atmospheric emissions, ultimately affecting global environmental concerns and impacts on health.

Physical Facilities. A new committee, chaired by Dean McLean, is strategizing the replacement of the old Glover building on the main campus with one that supports engineering-related education, research and service missions as well as supports interdisciplinary partners/collaborators on campus.

COLORADO STATE UNIVERSITY PRESIDENT'S REPORT

Board of Governors of the Colorado State University System
October 4, 2019

EXORDIUM: The beginning of the of the Fall 2019 semester at Colorado State University was marred by incidents of racism and bias that began intense discourse on campus. A photo of four of CSU students in blackface was posted to social media, individuals on the Lory Student Center Plaza spread hateful verbal messages to and about women and LGBTQ students, and a swastika was found on the wall in one of CSU's apartment complexes. These incidents, particularly the blackface image, became topics of deep discussion. At a regular meeting of the Associated Students of CSU, students and community members spoke for three hours about racism and incidents of bias that have occurred on CSU's campus over the past years. In response, President McConnell announced during the 2019 Fall Address the formation of a Race, Bias, and Equity Initiative that will encompass both short-term and long-term actions with efforts at the individual and institutional levels. CSU has already taken first steps to address racism in its community in response to the posting of the blackface image. These steps include:

- **Fund Student-Led Initiatives:** In the next few weeks, we will call for formal proposals from students for implementable initiatives to combat racism at CSU.
- **Fund Faculty/Staff-Led Initiatives:** CSU will call for formal proposals from faculty and staff for implementable initiatives to combat racism at CSU.
- **Student Conduct Code discussions:** This semester, CSU will invite all CSU students to participate in open discussions about the CSU Student Conduct Code: what it is, what conduct it covers, where the First Amendment intersects with the code, and other questions.
- **Diversity Symposium Event:** President McConnell will sit down with our Vice President for Diversity Mary Ontiveros, for a candid conversation, Wednesday, Oct. 16, 2019, at the LSC. The conversation will be part of the upcoming campus-wide Diversity Symposium (October 14-18), which features extensive, dynamic programming, including keynote speaker Kimberlé Crenshaw. CSU leadership urges all campus community members to attend the Symposium.
- **Candid Conversations:** In October, President McConnell will invite all of CSU students of color to a candid conversation with her, Vice President Ontiveros, and Dr. Blanche Hughes, Vice President for Student Affairs. On October 31, all CSU students are invited to an Open Forum conversation with President McConnell.

I. MAJOR HONORS AND AWARDS

A. Colorado State research expenditures near \$400 million, setting new record

Colorado State University set a record of \$398.5 million in research expenditures in the 2019 fiscal year, topping than a decade of more than \$300 million in research expenditures annually. The FY19 total represents a 6.3 percent increase in expenditures over last year. CSU showed continued growth in all sponsored project awards in FY19, including increases in federal and industry award sponsorship with industry sponsored awards increasing 12.8 percent over FY18. Among the key funded research projects is a \$155 million NOAA award to the Center for Research in the Atmosphere, the premier site for weather prediction in Colorado.

B. Emily Fischer receives Macelwane Medal, one of AGU's highest honors

In recognition of her significant contributions to the geophysical sciences as an outstanding early career researcher, CSU Atmospheric Science Associate Professor Emily Fischer was awarded the James B. Macelwane Medal from the American Geophysical Union. Fischer will be honored at the AGU Fall Meeting in San Francisco in December for her breakthrough research on air pollution and her efforts to increase diversity in geosciences. The medal also recognizes Fischer for her role in the development of a novel method for measuring peroxyacetyl nitrate, or PAN, an irritating component in smog. In collaboration with a colleague at NASA's Jet Propulsion Laboratory, her team proved that satellites can provide a global view of PAN in the troposphere, the lowest layer of Earth's atmosphere.

C. CSU remains first in public engagement in 2019 Sustainable Campus Index

Colorado State University was again recognized as a leading performer in the 2019 Sustainable Campus Index, achieving the highest ranking in public engagement. CSU also was recognized for research and campus engagement and ranked fourth overall for universities that grant doctoral degrees. The Sustainable Campus Index, published Aug. 27 by the Association for the Advancement of Sustainability in Higher Education, recognizes top-performing colleges and universities overall and in 17 sustainability impact areas, as measured by the Sustainability Tracking, Assessment & Rating System, also known as STARS. Among the highlights, CSU tied for second place with 18 other universities in the research category and shared third place in campus engagement with four universities. Nearly 80 percent of departments at CSU engage in sustainability research. CSU ranked fifth in well-being and work, which includes student and employee wellness programs and employee compensation, satisfaction, health, and safety. The University also placed eighth in curriculum, which covers courses, living laboratory initiatives, immersive experiences, sustainability literacy, and faculty development.

D. CSU named to Green College Honor Roll

CSU is one of 26 schools that made the 2020 Green Honor Roll, produced by *The Princeton Review*. CSU received the highest possible score of 99. A total of 689 colleges received Green Rating scores from *The Princeton Review* this year.

E. Margarita Lenk wins prestigious award for undergraduate instruction

The American Accounting Association awarded Margarita Lenk, an associate professor in the departments of Accounting and Computer Information Systems, the AAA/J. Michael and Mary Anne Cook/Deloitte Foundation Prize, a prestigious honor recognizing some of the top accounting instructors around the world. Lenk, who has been teaching students at Colorado State University for nearly 30 years, accepted the award, which included a \$25,000 prize, in San Francisco in August in front of family and friends.

F. \$9.5 million to CSU for a human vaccine against Rift Valley fever

On July 17, the Coalition for Epidemic Preparedness Innovations and Colorado State University announced a partnering agreement to advance the development of a vaccine candidate against Rift Valley fever virus. With support from the European Union's Horizon 2020 program, CEPI will provide up to \$9.5 million for manufacturing and preclinical studies to assess a single-dose vaccine candidate (DDVax) against RVF. First identified in 1931 during an investigation into an outbreak among sheep on a farm in the Rift Valley of Kenya, this potentially fatal virus is found across Africa and is now emerging in the Middle East. DDVax is a second generation RVF vaccine, which was designed after researchers identified and removed the key genes of the virus that allowed it to cause disease. RVF is caused by a virus transmitted by mosquitoes and blood-feeding flies that usually affect animals, including cattle, goats, and sheep. However, the virus also infects animals and humans through direct contact with the blood, tissues, or organs of infected animals. RVF mainly affects people living in pastoral communities in low-income and middle-income countries.

G. Sonia Kreidenweis named American Geophysical Union Fellow

Already a fellow of both the American Meteorological Society and American Association for Aerosol Research, University Distinguished Professor Sonia Kreidenweis will be inducted as a fellow into the American Geophysical Union. Valued by their peers and vetted by a committee of fellows, AGU Fellows are selected based on their scientific eminence in Earth and Space Sciences. Kreidenweis is well known for her research on atmospheric aerosol particles, their interactions with clouds, and their impacts on regional haze. Her research group conducts laboratory, field and aircraft measurements to characterize the physical and chemical properties of aerosols. Kreidenweis will be inducted at the AGU honors ceremony in San Francisco in December.

H. Elizabeth Barnes to receive AMS Meisinger Award for early career research

In recognition of her research on extratropical circulation and its response to climate change, Department of Atmospheric Science Associate Professor Elizabeth (Libby) Barnes will receive a highly competitive national award from the American Meteorological Society (AMS) at its Centennial Meeting in Boston in January. The Clarence Leroy Meisinger Award, given annually to an early career researcher, acknowledges achievement concerning the observation, theory, and modeling of atmospheric motions on all scales. Barnes has made fundamental contributions to our understanding of the climate system. Barnes' research covers atmospheric dynamics and variability under different climates, including subseasonal-to-seasonal prediction of extreme weather and the impacts of anthropogenic climate change. The past few years she also has focused

on the data analysis tools themselves by applying new techniques in statistics and machine learning to advance climate research.

I. CSU receives national recognition for inclusion from Special Olympics

Colorado State is the only university to earn the National Banner School distinction as part of the inaugural Special Olympics Unified Champion Schools National Recognition Program. Along with as high schools Miami Southridge Senior in Florida, Bullitt East in Kentucky, Hendrickson in Texas, and Fife in Washington state, CSU met the 10 national standards of inclusion. Each was nominated by their state Special Olympics program and will take part in a national banner presentation. Special Olympics Unified Champion Schools intentionally promotes meaningful social inclusion by bringing together students with and without intellectual disabilities to create an accepting school environment through three interconnected components: Special Olympics Unified Sports; inclusive youth leadership; and whole-school engagement.

II. STUDENT SUCCESS

A. CSU and Front Range Community College team up for transfer students

Colorado State University and Front Range Community College have secured a grant from the National Science Foundation for a new program to help students successfully transfer from FRCC to CSU to earn bachelor's degrees. The \$4.28 million grant announced Sept. 10 will fund the new Wolves to Rams (W2R) Scholars program. W2R will support transfer students, helping them graduate and go on to careers in science, technology, engineering and math fields. The program's broader goal is to increase the participation of low-income, first-generation and underrepresented students in STEM. Sixty percent of the \$4.28 million funding over the next five years will provide scholarships to Front Range students upon their transfer to CSU. Students will be awarded up to \$10,000 toward their two years at Front Range and can continue funding upon their transfer to CSU at up to \$10,000 per year for two more years, for a total of \$30,000 toward their degree. The grant will support at least 150 students who are pursuing associate's and bachelor's degrees in mathematics, life sciences, physical sciences, engineering, computer sciences, and science education.

B. Master's degree in biomanufacturing and biotechnology launching this fall

Colorado State University has launched the nation's first online Graduate Certificate in Agritourism Management, equipping tourism operators and agricultural professionals with the skills and strategies to manage new tourism enterprises in traditional settings. The Graduate Certificate in Agritourism Management is a collaborative effort between the Departments of Agricultural and Resource Economics and Human Dimensions of Natural Resources. The bulk of the certificate's curriculum draws on decades of experience from experts in ag-extension courses and includes coursework from the award-winning Master of Tourism Management curriculum at CSU. The program covers the basics of creating and operating a tourism enterprise in a rural or farm and ranch setting, as well as offering insight into spatial and financial analysis tools, lodging operations, marketing, operating culinary tourism venues and analyzing the latest trends in rural and agricultural tourism development. The coursework is based on input from within

the tourism industry and the agricultural community and will help students create strong networks of like-minded entrepreneurs on a global level.

C. New complex will be a boon for soccer, softball programs

Colorado State has initiated the planning process to build a women's athletic complex on campus, one which will serve the soccer and softball programs. The university has approved a \$300,000 budget to pursue design options and program plans for the project, expected to cost between \$6.3 and \$6.5 million to build. It will be housed where the soccer field now sits, just south of the parking lot at Moby Arena. The soccer team has played at various sites on campus since its inaugural year of 2013; the softball facility has remained virtually unchanged since before the current players were born. The initial planning cost will be funded through the extension of a student fee of \$5.07 per semester that originally was set to expire last year after paying off an older bond for Moby Arena construction work. The Student Fee Board approved the measure last year.

III. INNOVATION AND RESEARCH

A. Researchers achieve breakthrough in estimating greater sage-grouse abundance

Using a method never attempted on sage-grouse, wildlife researchers now more accurately can estimate greater sage-grouse abundance than ever before, an important milestone in ongoing efforts to conserve the iconic species. In a cooperative study with Colorado Parks and Wildlife and the U.S. Geological Survey during the winters of 2012 and 2013, Colorado State University researchers used the new method to determine accurately the number of greater sage-grouse in the Parachute-Piceance-Roan population, a geographically isolated population in Garfield and Rio Blanco counties on the edge of the species' range in western Colorado. The research showed the population of greater sage-grouse doubled in size in the Parachute-Piceance-Roan during the period of the study, from 335 the first winter to 745 birds the next. Jessica Shyvers conducted this research for her doctoral dissertation at CSU. The study was published Aug. 9 in *IBIS*, the journal of the British Ornithologists' Union. Known as "non-invasive, genetic mark-recapture analysis," the method includes the collection of grouse fecal droppings in the snow, DNA analysis to detect and identify individual birds, and mark-recapture analysis to estimate abundance. Because it does not require capturing or marking birds with radio-collars, it's easier on the birds and enhances research efficiency.

B. Bacteria feeding on Arctic algae blooms can seed clouds, affect climate

Arctic Ocean currents and storms are moving bacteria from ocean algae blooms into the atmosphere, where the particles help clouds form, according to new Colorado State University research. These biological particles can affect weather patterns throughout the world. Particles suspended in air, called aerosols, can sometimes accelerate formation of ice crystals in clouds, which have an impact on climate and weather patterns. Such ice-nucleating particles include dust, smoke, pollen, fungi, and bacteria. Jessie Creamean, a research scientist in CSU's Department of Atmospheric Science, is the lead author. The study, co-authored by senior research scientist Paul DeMott, was recently published in the American Geophysical Union journal *Geophysical Research Letters* and involved field research in the Bering Strait.

C. Zoetis establishes research lab at CSU to explore immunotherapies for livestock

Zoetis, the world's leading animal health company, signed an agreement in July with Colorado State University to establish a research lab at CSU that will explore the livestock immune system and target new immunotherapies, paving the way for new alternatives to antibiotics in food-producing animals. The new 3,000-square-foot Zoetis Incubator Research Lab will operate at the Research Innovation Center on CSU's Foothills Campus starting in early 2020. Zoetis scientists will be co-located with CSU's highly skilled scientists, working in core laboratories, research programs, and services to seed innovations for livestock animal health. While the Zoetis Incubator Research Lab will reside within CSU's Research Innovation Center, it will be part of the company's global research and development organization. As part of the new lab, Zoetis expects to hire up to 20 livestock research scientists, immunologists, and cell biologists in Fort Collins beginning this fall. The Research Innovation Center at CSU is a life-science company accelerator and is home to several startup companies with roots in the university. The center was originally designed to foster collaborations between private industry and CSU's academic community.

IV. COMMUNITY IMPACT

A. Colorado State University opens its Western Campus

On Aug. 29, Colorado State University celebrated the grand opening of its new Western Campus in Orchard Mesa. The event capped off a year-long collaborative effort to provide residents of Colorado's Western Slope with greater access to CSU resources and a better opportunity to interact with the state's land-grant university. CSU officially broke ground on the Western Campus in August 2018, with a vision of the facility housing multidisciplinary units. The Western Campus provides administrative oversight and intellectual leadership for CSU's Agricultural Experiment Stations in Western Colorado: Fruita; Orchard Mesa; and Rogers Mesa. Orchard Mesa also houses CSU Extension's Western Regional Office, the Western Veterinary Diagnostic Laboratory, and the Colorado State Forest Service regional office. The new campus includes a 14,095 square-foot combined office and classroom building with a teaching kitchen, a 7,717-square-foot state-of-the-art veterinary diagnostic laboratory, a 100-person capacity classroom, multiple meeting areas, and a three-bay shared shop with equipment and a fruit storage building. The campus will support a multitude of programs, including the Community Alliance for Education and Hunger Relief, based out of Orchard Mesa, that aims to increase the amount of high-quality fruits and vegetables available to those facing food insecurity in Mesa County and throughout Colorado. Run by AES's Amanda McQuade, the Alliance aims to reduce food insecurity while providing educational programs to better connect people to the food they eat. The Alliance was recently awarded a Community Engagement Award.

V. FISCAL STRENGTH

A. CSU fundraising continues to soar to new heights in 2018-19

Alumni and donors gave more than \$160 million to Colorado State University in the 2018-19 fiscal year, marking the fourth-largest total in CSU's history as university fundraising continues beyond the \$1 billion milestone achieved in its State Your Purpose campaign. More than 39,000 donors

Board of Governors of the
Colorado State University System
Meeting date: October 4, 2019

contributed \$162,937,329 million during the fiscal year that ended June 30, 2019. CSU reached its initial \$1 billion goal in September, 651 days before the campaign will officially end on July 1, 2020. In November, a second phase – Beyond a Billion – was launched, with a goal of building on the momentum generated by record support throughout the campaign.

B. Major Gift Report

	July 2019		FY20 (July - July)		FY19 (July - July)	
	AMOUNT	COUNT	AMOUNT	COUNT	AMOUNT	COUNT
Contributions	\$16,760,948	3,080	\$16,760,948	3,080	\$6,522,285	3,269
Irrevocable Planned Gifts	—	—	—	—	—	—
Revocable Gifts and Conditional Pledges	\$3,800,000	3	\$3,800,000	3	\$1,675,000	6
Payments to Commitments Prior to Period	(\$4,289,136)	490	(\$4,289,136)	490	(\$1,127,692)	478
Total Philanthropic Support	\$16,271,812	2,847	\$16,271,812	2,847	\$7,069,592	3,061
Other Private Support	\$2,648,769	938	\$2,648,769	938	\$1,741,157	420
Net Private Support	\$18,920,581	3,665	\$18,920,581	3,665	\$8,810,749	3,426

C. Major gifts not previously reported

\$10,000,000 pledge designated as \$6,500,000 to support the *Nutrien Agricultural Sciences Strategic Initiatives*, College of Agricultural Sciences; \$2,500,000 to support the *Nutrien Agricultural Sciences Strategic Initiatives Endowment*, College of Agricultural Sciences; and \$1,000,000 to support the *Nutrien Agricultural Sciences Scholarship*, College of Agricultural Sciences

\$2,000,000 revocable commitment designated as \$1,000,000 to support the *Flesher and Miller Companion Animal Client Support Fund Endowment*, College of Veterinary Medicine & Biomedical Sciences, and \$1,000,000 to support the *Flesher and Miller Companion Animal Research Fund Endowment*, College of Veterinary Medicine & Biomedical Sciences

\$1,250,000 revocable commitment to support the *Equine Assisted Activities and Therapies Programming*, College of Agricultural Sciences

\$750,000 revocable commitment to support the *Steven D. Geist Professorship in Biology Endowment*, College of Natural Sciences

\$635,000 revocable commitment to support the *Dawn M. Metzger Scholarship Endowment*, College of Veterinary Medicine & Biomedical Sciences

\$500,000 revocable commitment designated as \$250,000 to support the *William M. Timpson and Gailmarie Kimmel SoGES Scholarship Endowment*, Vice President Research, and \$250,000 to support the *William M. Timpson and Gailmarie Kimmel Honors Scholarship Endowment*, Other Areas

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\$492,519 planned gift to support the *John Charley Vinson, DVM Memorial Endowment*, College of Veterinary Medicine & Biomedical Sciences

\$481,152 gift to support the *SoGES – Research*, Vice President Research

\$403,619 planned gift to support the *John Charley Vinson, DVM Memorial Endowment*, College of Veterinary Medicine & Biomedical Sciences

\$344,710 planned gift to support the *Prudence M. Kaley Scholarship Endowment*, College of Health and Human Sciences

\$250,000 gift to support the *Equine Orthopaedic Research*, College of Veterinary Medicine & Biomedical Sciences

\$200,000 revocable commitment designated as \$100,000 to support the *C. P. Gillette Museum of Arthropod Diversity Endowment*, College of Agricultural Sciences, and \$100,000 to support the *Opler Family Gillette Museum Curator/Collections Manager Endowment*, College of Agricultural Sciences

\$150,000 gift to support the *Chevron-CSU Research Collaboration*, College of Engineering

\$150,000 gift to support the *Chemours-CSU Research Collaboration*, College of Engineering

\$115,000 gift to support the *One Cure*, College of Veterinary Medicine & Biomedical Sciences

\$100,000 revocable commitment to support the *Marion F. Freeman Humanities Scholarship Endowment*, College of Liberal Arts

\$100,000 gift to support the *C. Donald Seedle-CGA Endowment*, College of Veterinary Medicine & Biomedical Sciences

\$100,000 gift to support the *Father Don Willette Faculty Support for Theological Studies Endowment*, College of Liberal Arts

\$100,000 revocable commitment to support *Warner College of Natural Resources Enrichment*, Warner College of Natural Resources

VI. NOTABLE HIRES AND PERSONNEL CHANGES

A. Ajay Menon named President and CEO of the CSURF

Ajay Menon, a two-time dean at Colorado State University, has been named the next leader of the Colorado State University Research Foundation, the CSURF Board of Governors announced in August. Menon served as dean of CSU's College of Agricultural Sciences and director of the Colorado Agriculture Experiment Station since July 2015. From 2002 until 2015, he served as

dean of the CSU College of Business. Menon began his new role Oct. 1, following the retirement of long-time CSURF leader Kathleen Henry. As President and CEO of CSURF, Menon will be responsible for the protection, management, and commercialization of intellectual property resulting from research at CSU and will oversee services CSURF provides to both CSU and the CSU System. Dr. James Pritchett was named interim dean of the College of Agricultural Sciences.

B. Engagement VP and Extension Director Lou Swanson retires

Lou Swanson, vice president of engagement, director of Extension, and professor of Sociology, has retired from Colorado State University after 22 years. The Office of Engagement has a unique structure and mission within the university, with CSU Extension, CSU Online, the Colorado Water Center, and the Community and Economic Development office under its auspices. Engagement activities advance the larger university goal of engaging with people and communities to address problems, share knowledge, and support progress. Colorado Water Center Director Reagan Waskom has been appointed interim vice president for engagement and director of Extension effective Sept. 7.

C. Pat Burns leaves CSU after 41 years

Colorado State University Dean of Libraries and Vice President of Information Technology Patrick Burns is starting a new chapter. After 41 years in Fort Collins, Burns has accepted a new half-time position at the CSU Systems office in Denver. As the System-level chief information officer, he will coordinate and oversee the IT environment across CSU's three campuses: CSU Global; CSU Pueblo; and the main campus in Fort Collins. Dawn Paschal has been named interim deans of Libraries.

D. Joe Donlay named Director of Financial Aid

Joe Donlay became director of Colorado State University's Office of Financial Aid, effective Aug. 1. As director, Donlay oversees 45 professional staff positions responsible for disbursement of more than \$350 million in financial aid funds from all sources to more than 26,000 CSU students each year. Donlay has been with the financial aid office since 2012, after working in the field for eight years at other higher education institutions. The director of financial aid is a key administrator in the Division of Enrollment and Access and serves on the Vice President's Leadership Team. The position also oversees the university's compliance with regulations that govern financial aid at the institutional, state, and federal levels, as well as the requirements of private aid grants. One of Donlay's major areas of focus is on student and family interactions with the office, setting customer service expectations for all staff and aid counselors, and providing individualized solutions to the financial challenges of attending and completing college.

Board of Governors of the Colorado State University System
 Meeting Date: October 3-4, 2019
 Report Item

MATTERS FOR ACTION:

CSU: Delegable Personnel Actions

No action required. Report only.

EXPLANATION:

Presented by Tony Frank, President

At its August 3, 2012 meeting, the Board approved a resolution to expand the delegated and redelegable authority to the institutional Presidents to include approval, in accordance with Board-approved institutional policies: 1) sabbatical leaves and revisions to them; 2) emeritus faculty appointments; and 3) all requests for Leave without Pay, with periodic reports to the Board.

<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Andrews, Adrienne	Soil and Crop Sciences	06/24/19	06/29/19
Antonelli, Lara	Health Network Medical	07/05/19	07/31/19
Antonelli, Lara	Health Network Medical	08/01/19	08/20/19
Bontadelli, Johnna	Health Network Medical	07/01/19	07/29/19
Bontadelli, Johnna	Health Network Medical	07/01/19	07/31/19
Bontadelli, Johnna	Health Network Medical	08/05/19	08/26/19
Borthwork, Laurie	Health Network Medical	08/28/19	08/28/19
Bowden, Helen	Health Network Medical	07/01/19	07/17/19
Buell, Elizabeth	Health Network Medical	07/01/19	07/25/19
Buell, Elizabeth	Health Network Medical	08/01/19	08/30/19
Comerford, Theresa	Walter Scott Jr. College of Engineering	08/01/19	01/01/20
Dallas, Tiffany	Admissions	07/01/19	07/01/19
Dold, Michael	School of Music, Theatre and Dance	07/01/19	07/26/19
Elffner, Terri	Health Network Medical	07/01/19	07/31/19
Elffner, Terri	Health Network Medical	08/01/19	08/20/19
Estep, Donald	Statistics	10/01/19	06/30/20
Fonken, Laurie	CVMB	09/05/19	Unknown
Gerlitzki, Elizabeth	Health Network Medical	07/01/19	07/31/19
Gerlitzki, Elizabeth	Health Network Medical	08/01/19	08/20/19
Gregory, Alison	Center for the New Energy Economy	07/05/19	07/12/19
Harlan, Patsy	VP for Research	07/11/19	07/14/19
Hecht, Raymond	Admissions	07/22/19	07/28/19
Heifner, Lisa	Health Network Counseling	07/01/19	07/31/19
Heifner, Lisa	Health Network Medical	08/01/19	08/31/19

Board of Governors of the Colorado State University System
Meeting Date: October 3-4, 2019
Report Item

<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Held, Marie	CEMML	07/007/19	Unknown
Held, Marie	CEMML	07/10/19	07/23/19
Hoening, Mark	Health Network Medical	07/01/19	07/31/19
Hoening, Mark	Health Network Medical	08/01/19	08/30/19
Hudgens, Robert	Office of Financial Aid	09/03/19	09/30/19
Hurd Terpstra, Cynthia	Health Network Counseling	08/16/19	08/16/19
Jankowska, Elzbieta	Electrical and Computer Engineering	08/12/19	10/20/19
Johnson, BethAnee	CEMML	06/07/19	Unknown
Jordan, Dustin	CEMML	06/25/19	06/28/19
Keele, Monica	Health Network Medical	08/14/19	08/15/19
Keller, Alexandra	College of Natural Sciences	07/01/19	07/30/19
Keller, Glenda	General Counsel	07/01/19	Unknown
Kemp, Pamela	Health Network Counseling	08/19/19	08/23/19
Knoeck, Matthew	Laboratory Animal Resources	06/04/19	06/11/19
Knoeck, Matthew	Laboratory Animal Resources	07/01/19	07/09/19
Laurent, Christine	CEMML	07/25/19	07/31/19
Long, Heidi	CEMML	07/27/19	Unknown
Lyman, Aleuikaimaikalani	CEMML	07/12/19	Unknown
Mann, Bruce	Lory Student Center	06/05/19	06/26/19
Mann, Bruce	Lory Student Center	07/11/19	07/31/19
Margolf, Diane	History	08/2019	05/2020
Matthews, Jon	Health Network Medical	07/03/19	07/31/19
Matthews, Jon	Health Network Medical	08/07/19	08/24/19
Mattor, Katherine	Forest & Rangeland Stewardship	07/22/19	Unknown
McGregor, Carole	Office of Financial Aid	06/24/19	06/28/19
Mellon, April	Health Network Medical	07/12/19	07/25/19
Mikell, Tyler	CEMML	06/21/19	06/21/19
Mikell, Tyler	CEMML	07/07/19	07/13/19
Morse, Emily	Health Network Medical	07/05/19	07/25/19
Morse, Emily	Health Network Medical	08/01/19	08/30/19
Narayana, Vanita	Pacific American Cultural Center	07/01/19	07/31/19
Nehring, Mary	Microbiology, Immunology and Pathology	10/07/19	10/14/19
Pierce, Janet	University Ombudsman	07/15/19	07/19/19
Pierce, Janet	University Ombudsman	07/15/19	Unknown
Poff, LeRoy	Biology	08/16/19	08/16/20

Board of Governors of the Colorado State University System

Meeting Date: October 3-4, 2019

Report Item

<u>LEAVE OF ABSENCE</u>			
NAME	DEPARTMENT	FROM	TO
Rudisill, Ashley	Infectious Disease Research Center	08/12/19	08/16/19
Rudisill, Ashley	Infectious Disease Research Center	08/19/19	08/23/19
Ryan, Timothy	One Health Institute	08/01/19	10/01/19
Sega, Ronald	Systems Engineering	07/01/19	06/30/24
Smith, Justin	CEMML	08/14/19	10/01/19
Vesty, Jill	Health Network Medical	07/01/19	07/31/19
Vesty, Jill	Health Network Medical	08/01/19	08/23/19
Wenz, Joshua	Soil and Crop Sciences	06/25/19	06/28/19
Whitesell, Julie	Health Network Medical	07/02/19	07/29/19
Whitesell, Julie	Health Network Medical	08/01/19	08/15/19
Wright, Lance	Lory Student Center	08/01/19	01/06/20
Wright, Lance	Lory Student Center	09/01/19	09/30/19

The University of Colorado School of Medicine at Colorado State University (CU SOM at CSU)

Suzanne Brandenburg, MD

Professor & Assoc. Dean – Branch Campus, CU-SOM

Mark Stetter, DVM

Dean – CSU, CVMBS

Brett Anderson, BS

Special Assistant to the President, CSU



Exciting New Collaboration:

- CU's leading medical education and research will join with CSU's exceptional specialties in human, animal and public health.
- Taught by faculty from both universities, students will attend classes in a new state-of-the-art educational facility in the CSU Health and Medical Science building.

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL



Fast Facts:

367

- Administered through already existing accredited CU-School of Medicine
- Affiliated with the College of Veterinary Medicine and Biomedical Sciences
- First cohort of 12 students will begin in 2021
- Primary location on the 4th floor of CSU's new Health and Medical Center

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL



CSU SOM – Students by the numbers:

- 184 students admitted into each class
- 12 moving from cohort in 2021
- 24 moving from cohort several years later
- Facilities being built with capability of 48 per class



The Timeline:

August 21, 2019 – 4th floor construction begins

April 2020 – Move in

May 2020 – 12 LIC students (third years students from current CU SOM cohort) begin their clinical year in Fort Collins

August 2021 – 1st cohort of 12 Fort Collins Branch medical students (CU SOM at CSU) matriculate

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Evolution of a New Curriculum

Focus on -
Leadership
Curiosity
Commitment

COLORADO STATE UNIVERSITY SYSTEM
COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL



Our Vision:

Train Physician leaders capable of transforming the health of diverse communities

The Fort Collins Branch at CSU will focus on:

- Innovative education methods
- Community immersion/service learning locally
- A One Health framework broadly
- Promoting well-rounded, resilient, empathetic future physicians

Fort Collins - Longitudinal Integrated Clerkship (LIC)

- Meet core competencies across multiple disciplines simultaneously
- Participate in comprehensive care of patients over time
- Engage in continuity relationships with preceptors, evaluators, and peers
- Have an authentic and longitudinal role with patients

'Students in an LIC are ideally better able to understand a patient's values and social context and to spot communication roadblocks... It's not the student just accomplishing some task. Nor are they seeing the patient as a case study. It's not the "liver in room 6" – it's Mrs. So-and-So whom I have known for many months.'

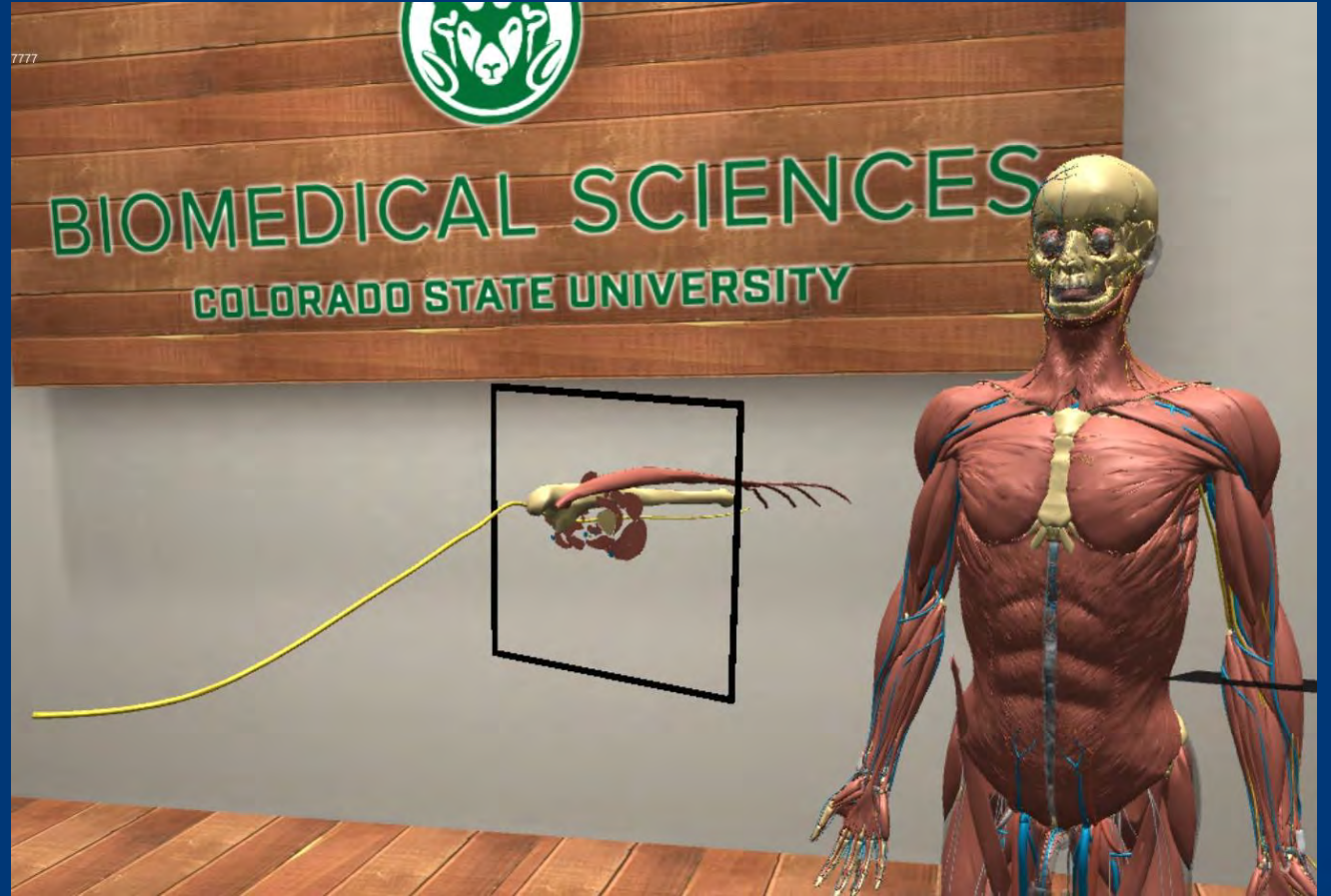
- David Hirsch MD Director Cambridge Integrated Curriculum

**COLORADO STATE
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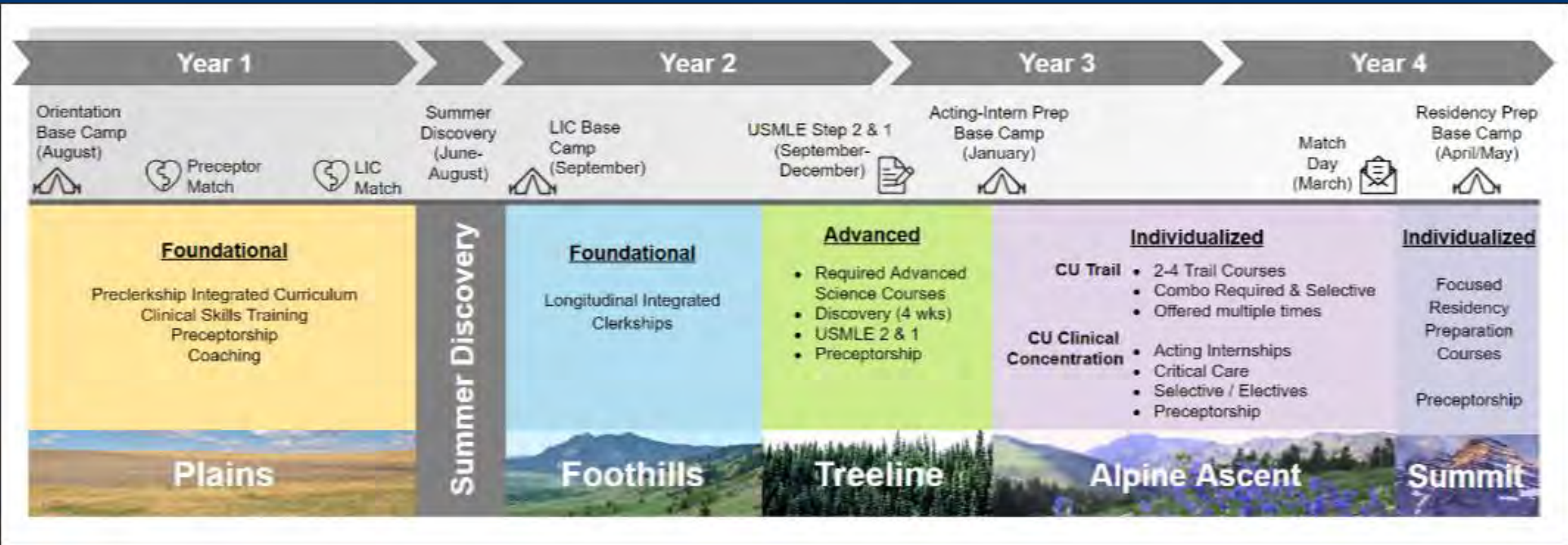
COLORADO STATE UNIVERSITY
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Simulation and Virtual Reality in Medical Education



The “Trek Curriculum”



The Team (to date):

- Suzanne Brandenburg, MD – Associate Dean for Education³⁷⁴
- Jakki Janero – Program Coordinator
- Christie Reimer, MD – LIC Director
 - Lauren Miltenberg, MD – Pediatrics
 - Greg Feldpausch, MD – Hospital based Internal Medicine
 - Herman Moreno, MD – Psychiatry
 - Bradley Sterns, MD – ObGyn
 - Bernie Birnbaum, MD – Family Medicine
 - Cathy Ow, MD – Ambulatory Internal medicine
 - Amy Reppert, MD and Claire Pederson, MD – Surgery
 - Luke Day, MD – Emergency Medicine
 - Augusto Miravalle – Neurology
 - Bill Harrison, MD and Woody Moss, DO - Anesthesia
- Mary Ann Degroote, MD – Foundational Science Curriculum Liaison

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Upcoming Hires:

Assistant Dean of Education, CSU Branch

375

Basic science faculty hires, CSU:

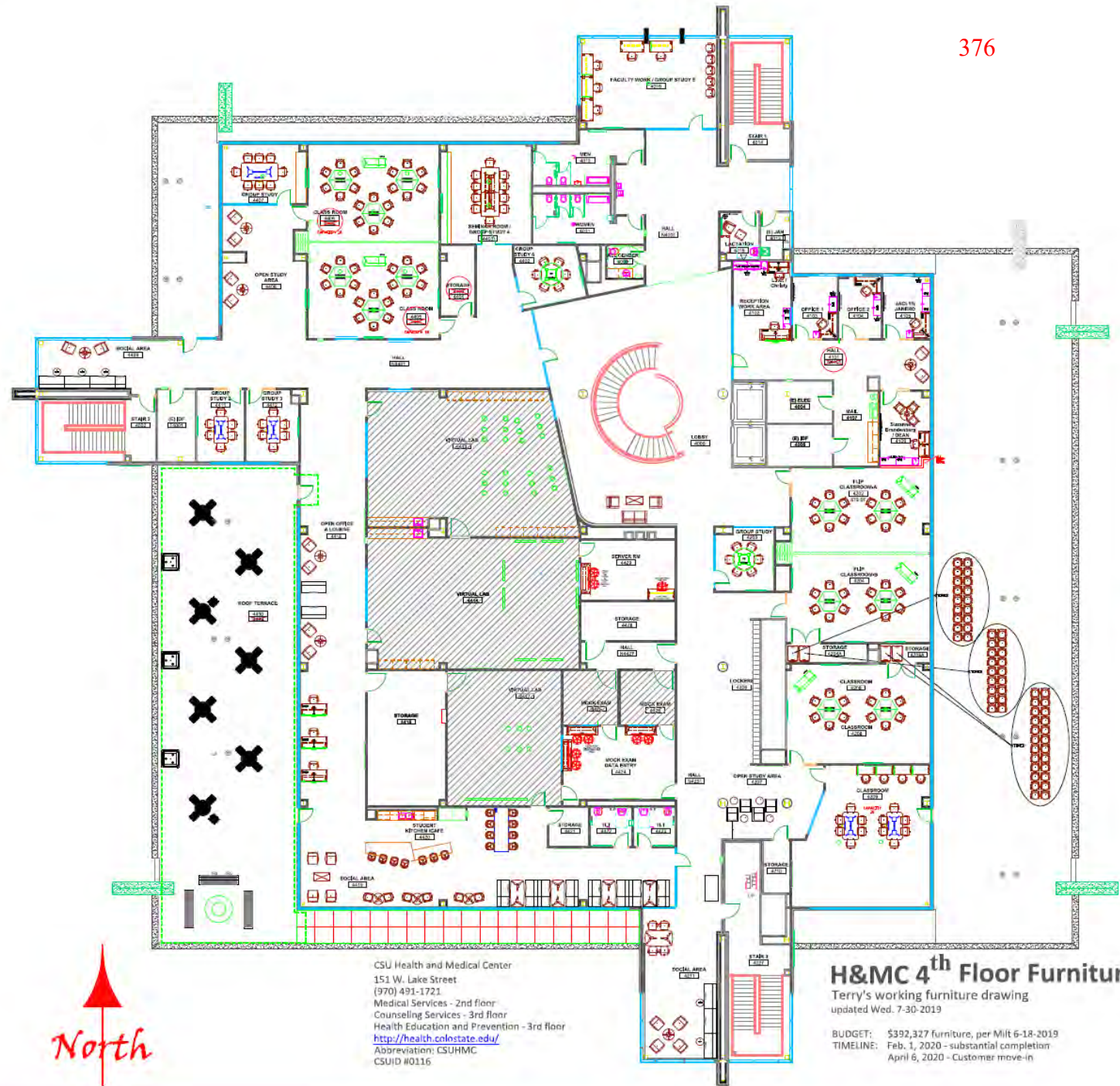
- Anatomy
- Physiology
- Infectious disease
- Pharmacology
- Toxicology/Biochemistry
- Pathology
- Genetics

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The Fourth Floor



CSU Health and Medical Center
 151 W. Lake Street
 (970) 491-1721
 Medical Services - 2nd floor
 Counseling Services - 3rd floor
 Health Education and Prevention - 3rd floor
<http://health.colostate.edu/>
 Abbreviations: CSUHMC
 CSUID #0116

H&MC 4th Floor Furniture

Terry's working furniture drawing updated Wed. 7-30-2019

BUDGET: \$392,327 furniture, per Milt 6-18-2019
 TIMELINE: Feb. 1, 2020 - substantial completion
 April 6, 2020 - Customer move-in

THANK YOU!

QUESTIONS?



Research by the Numbers

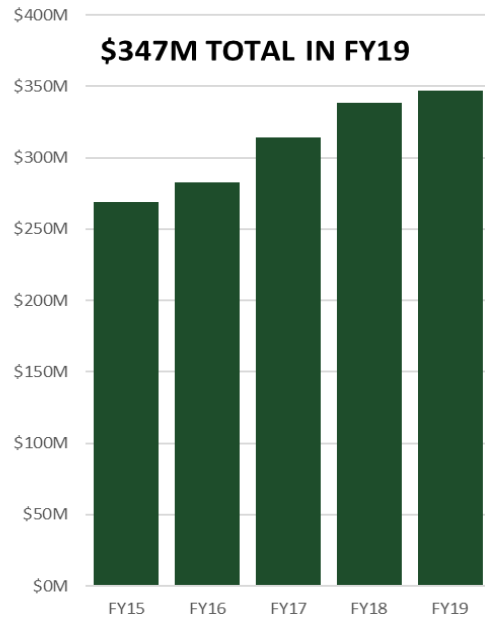


Annual Sponsored Programs Activity Fiscal Year 2019

Research Activity Highlights

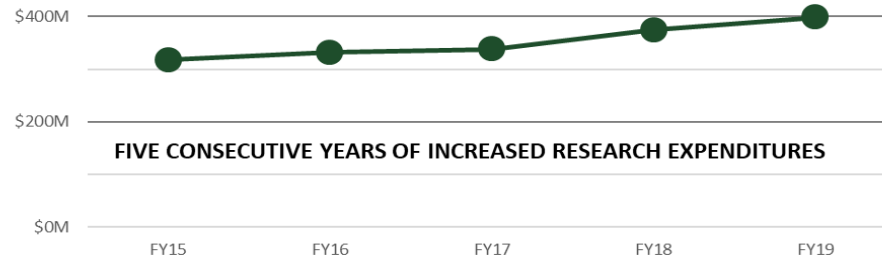
29

**PERCENT INCREASE
IN SPONSORED AWARD DOLLARS
OVER THE LAST FIVE YEARS**



26 PERCENT INCREASE

IN SPONSORED EXPENDITURES IN THE LAST FIVE YEARS



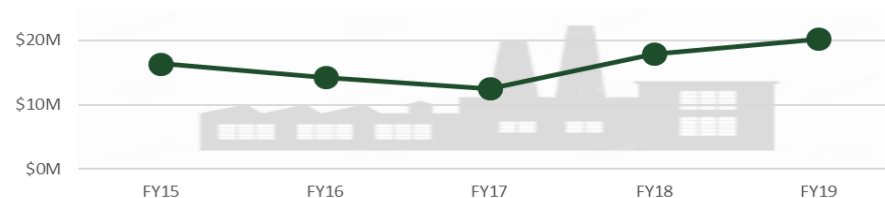
36

**PERCENT INCREASE
IN PROPOSAL DOLLARS
OVER THE LAST FIVE YEARS**

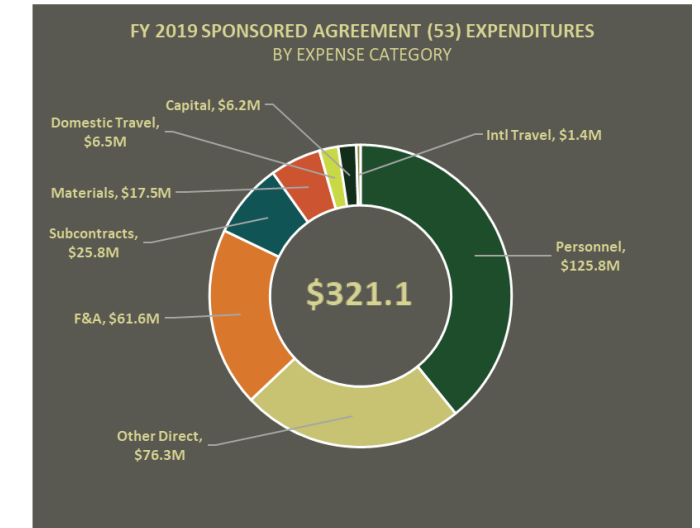
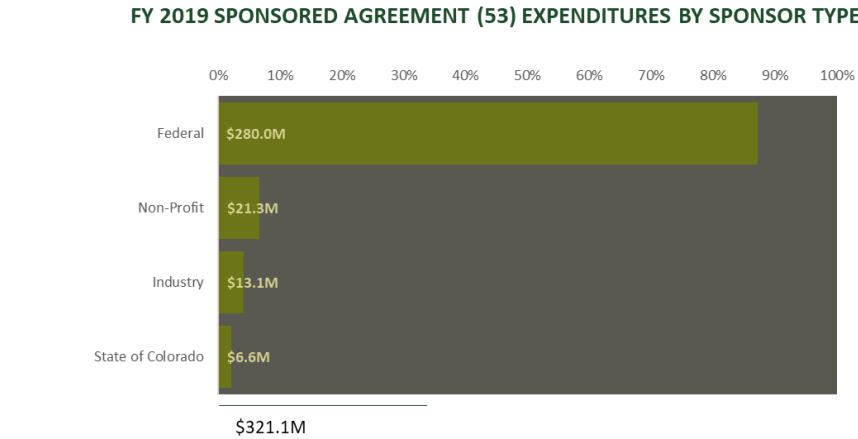
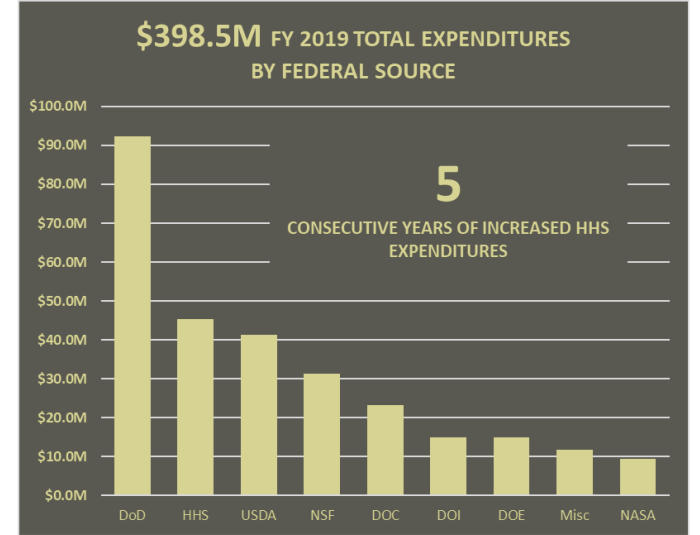
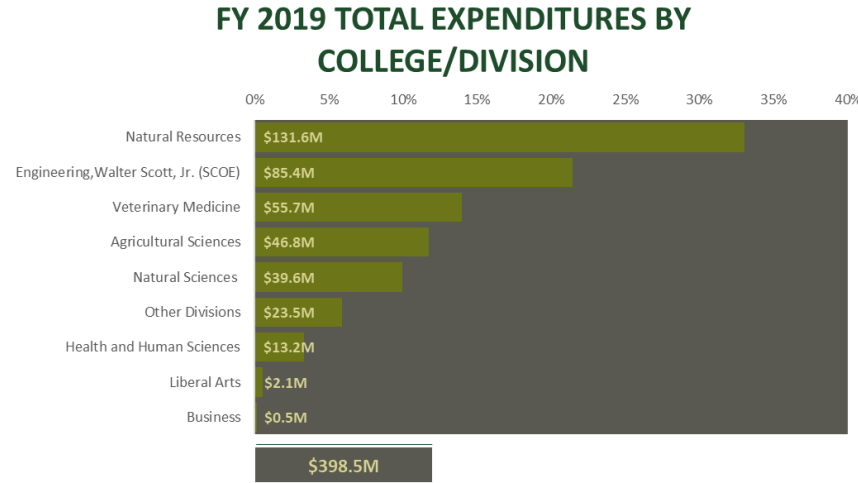
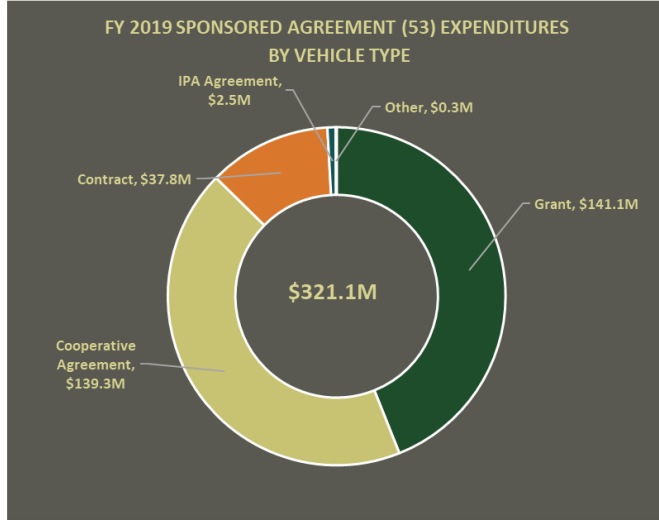


23 PERCENT INCREASE

IN INDUSTRY AWARD DOLLARS IN THE LAST FIVE YEARS



Expenditure Highlights



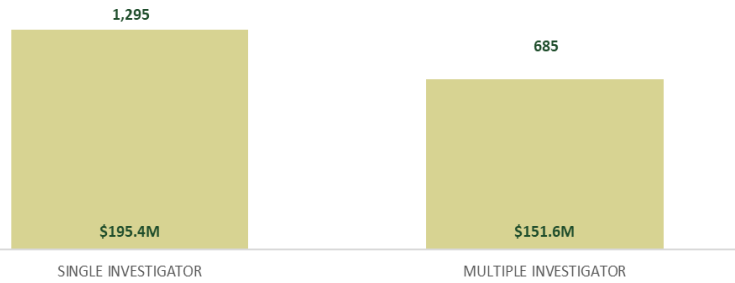
Obligation Highlights

\$347M IN FY 2019
OBLIGATIONS
FROM 1,980 ACTIONS



\$152M IN MULTIPLE INVESTIGATOR OBLIGATIONS

FIVE CONSECUTIVE YEARS OF INCREASED MULTI INVESTIGATOR OBLIGATIONS

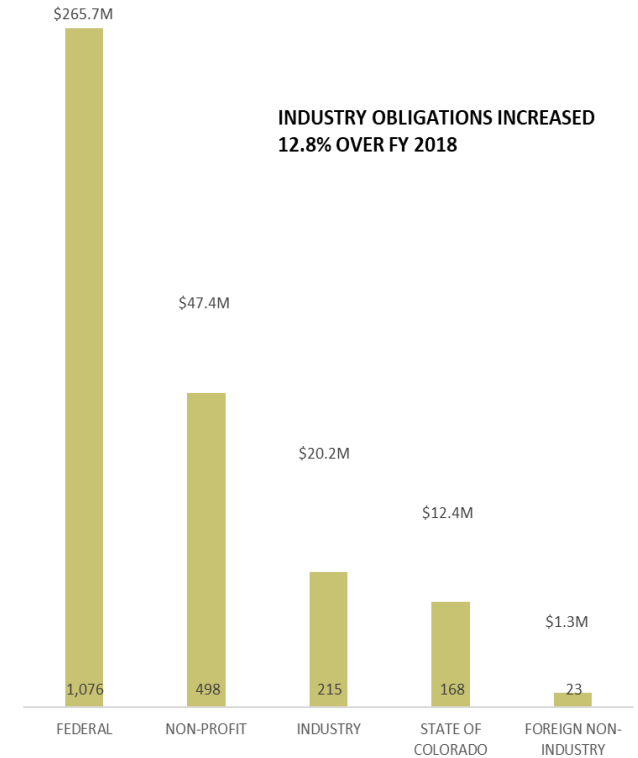


\$33M IN SUBAWARD OBLIGATIONS



BAR SIZE REPRESENTS THE VALUE INDICATED AT THE BASE

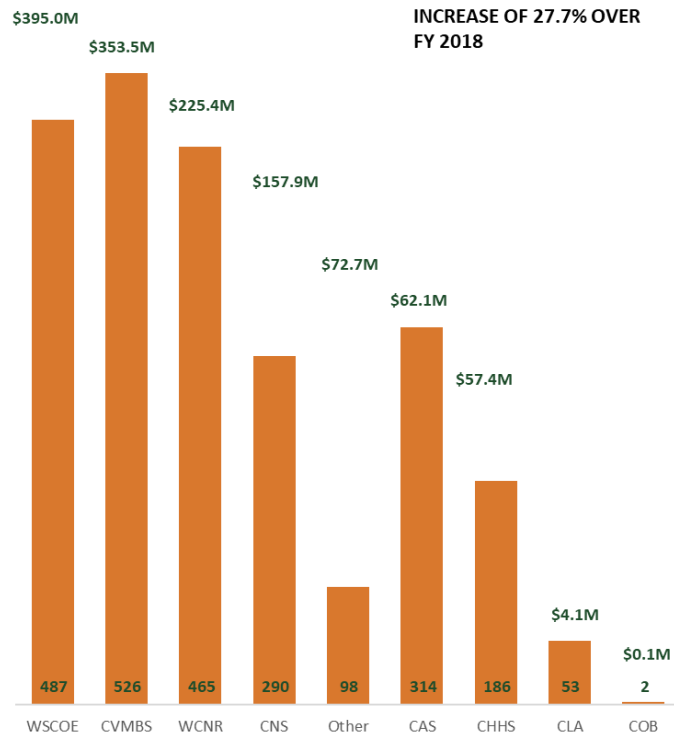
538 UNIQUE SPONSORS IN FY 2019
CREATING 1,980 UNIQUE ACTIONS



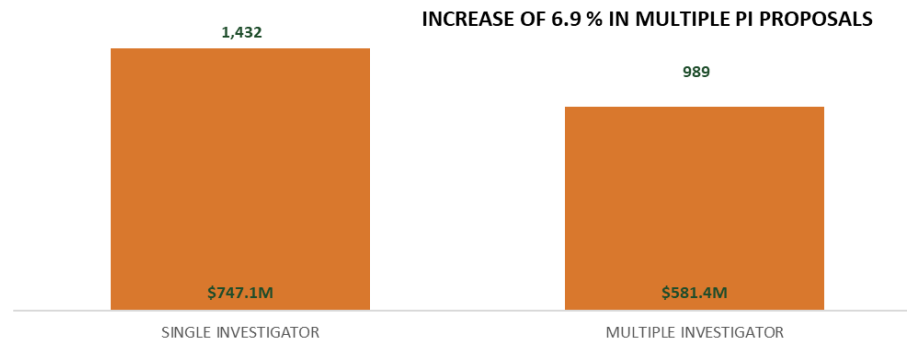
INDUSTRY OBLIGATIONS INCREASED
12.8% OVER FY 2018

Proposal Highlights

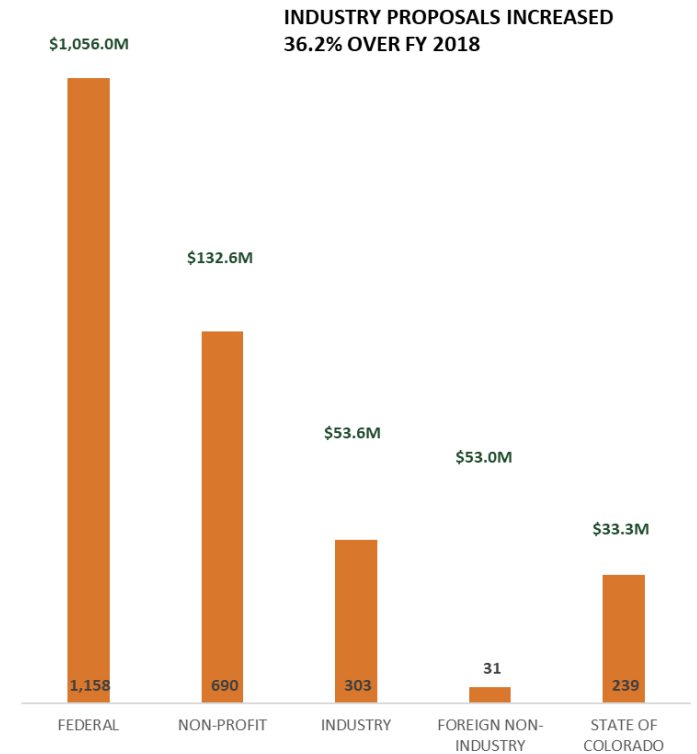
\$1,328.5M IN FY 2019
REQUESTED
FROM 2,421 PROPOSALS



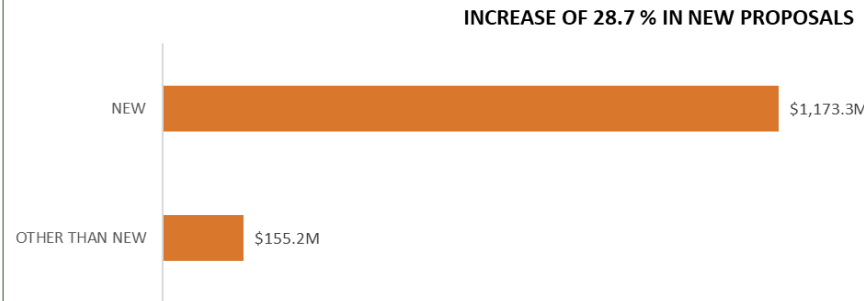
14.6% INCREASE MULTIPLE INVESTIGATOR REQUESTED \$



707 UNIQUE SPONSORS IN FY 2019
FOR 2,421 PROPOSALS



2013 NEW PROPOSALS SUBMITTED



BAR SIZE REPRESENTS THE VALUE INDICATED AT THE BASE

Section 13

Chancellor's Report



COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU Global Campus

COLORADO STATE UNIVERSITY SYSTEM CHANCELLOR'S REPORT

October 4, 2019

CSU-System Wide

- The System-wide Banner Student Implementation project continues to make progress. An Executive Brief with leadership from the CSU System, CSU-Fort Collins, and CSU-Pueblo was held October 2, 2019, for a periodic update on the project.
- Work on branding the CSU System is in process and is being done in collaboration with CSU, CSU-Pueblo, and CSU Global campuses.
- The System began working with economists at CSU to develop an analysis of the System's statewide economic impact.

Campus Updates

- Work with CSU-Pueblo is ongoing through BFS Quali for improved systems and controls.
- President Mottet hosted Executive Vice Chancellor Parsons at the Chile and Frijoles Festival in September, including a reception with local leaders to highlight opportunities at the CSU Campus at the National Western Center.
- Members of the Board of Governors and CSU System staff attended President McConnell's first President's Fall Address to the university community Sept. 19.
- CFO Henry Sobanet and CSU System Senior Director of Denver Programs and Sustainability Jocelyn Hittle participated in CSU's annual Fall Leadership Forum in Estes Park, which focused on strategic planning.

CSU System Government Affairs – Federal

- Efforts on Federal Government Relations continue through our standard channels of engagement.
- The CSU System, with the agreement of campus presidents, signed onto a letter circulated by the American Council on Education and the Association of Public and Land-Grant Universities urging Congress to pass legislation as soon as possible to protect Dreamers. The letter coincides with the two-year anniversary of the rescission of the Deferred Action for Childhood Arrivals policy.
- Chancellor Frank signed a national letter on behalf of the System in support of the bipartisan Higher Education Mental Health Act of 2019.

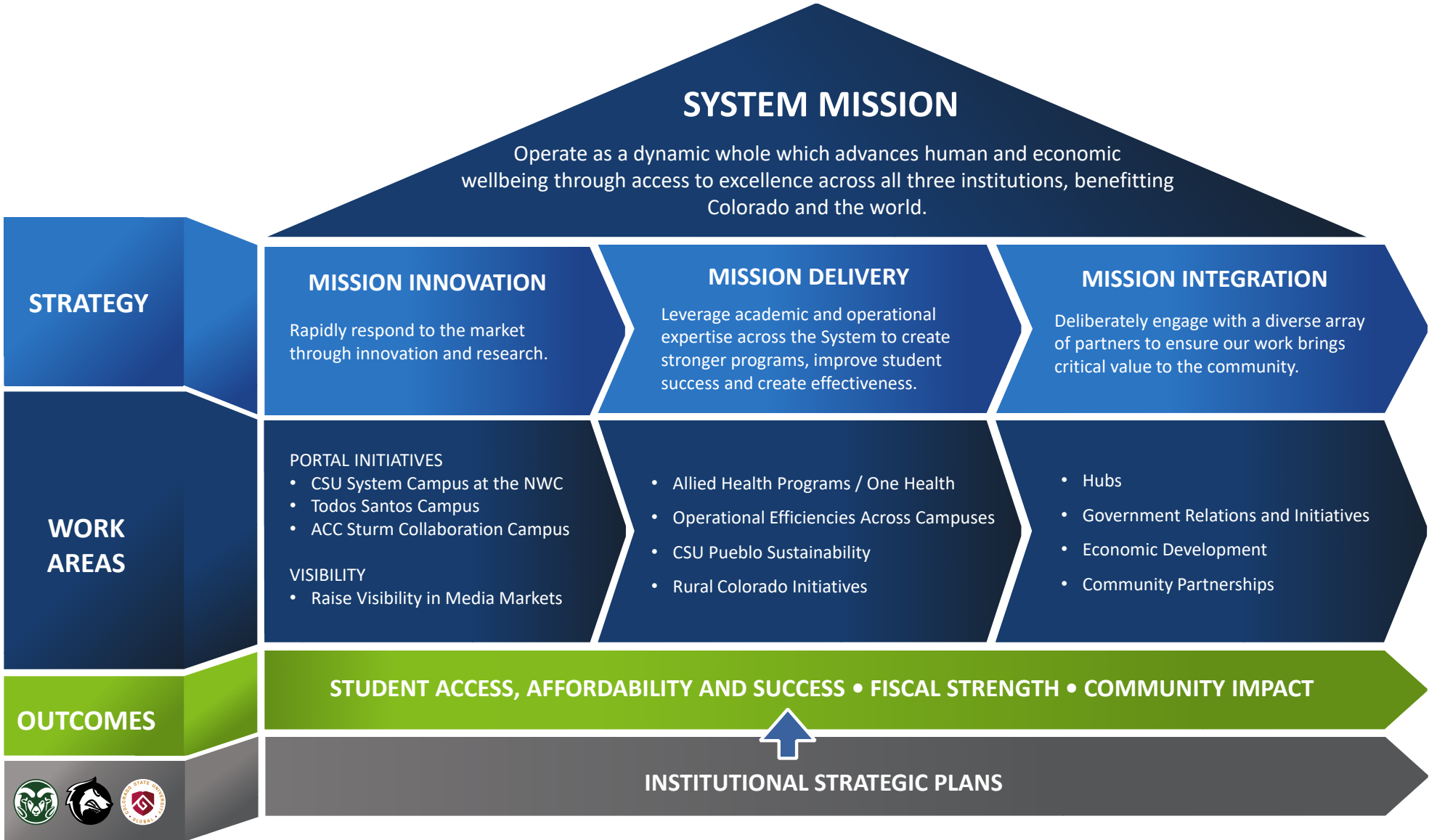
CSU System Government Affairs – State

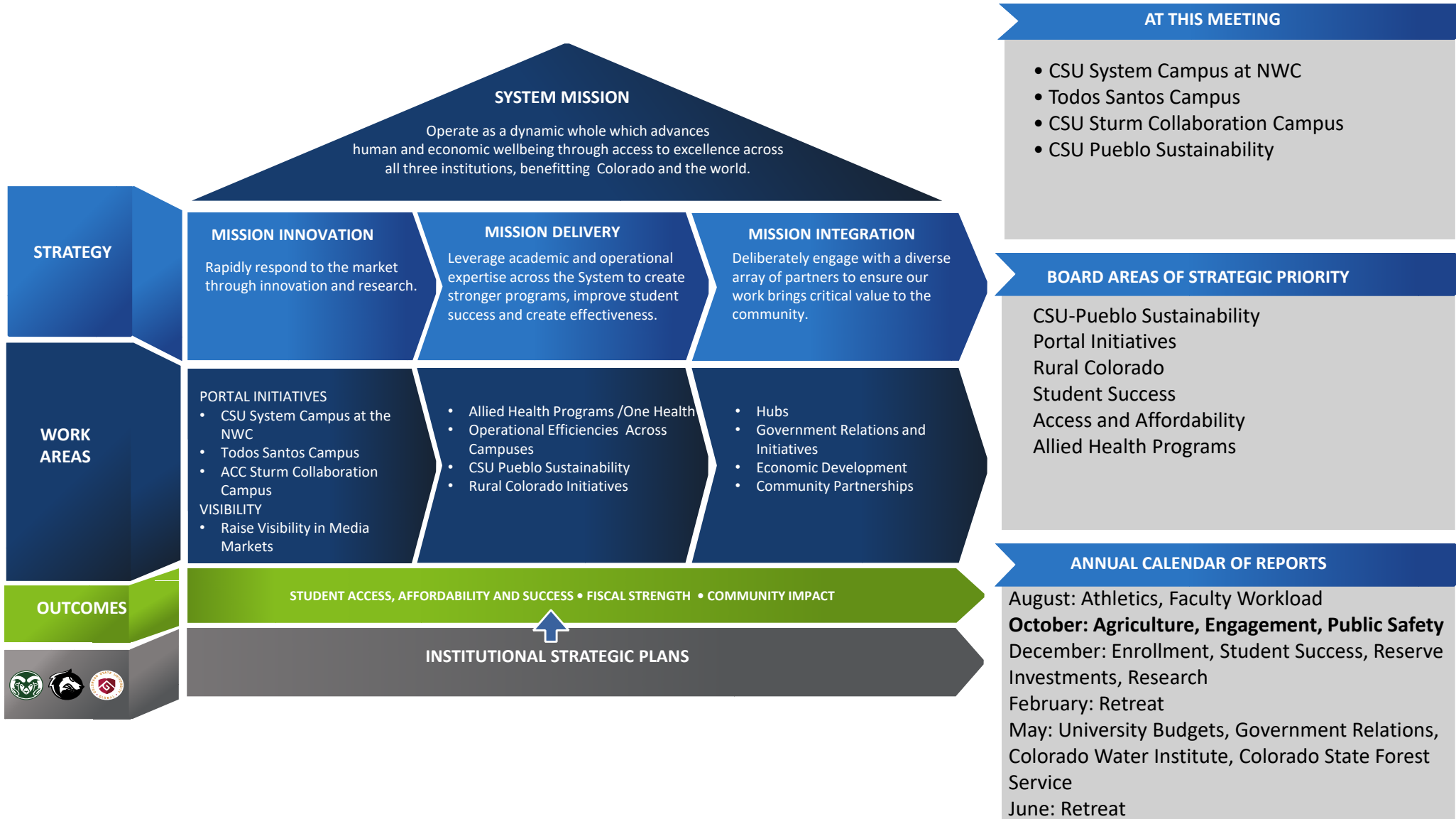
- Meetings with key members of the Legislature, local delegations continue.
- Chancellor Frank attended Higher Ed CEO meetings August 22 and September 26, 2019.
- Chancellor Frank and CFO Sobanet attended a special CCHE meeting regarding the funding formula on July 10, 2019.

- Chancellor Frank presented on behalf of the System to the Making Higher Education Attainable Interim Study Committee Sept. 17.
- Following the Board's resolution in support of Proposition CC, the System shared information on the Board's action and related talking points with System campus communicators and leadership.

Statewide Partnerships:




- Executive Vice Chancellor Parsons and Chief Academic Officer Miranda represented the System at the Grand Opening of the Sturm Collaboration Campus in Castle Rock August 16th and 17th.
- Chancellor Frank and EVC Parsons attended the National Western Authority Board meetings August 29 and September 26, 2019. They also attended another Authority Board Retreat on October 2, 2019.
- Chancellor Frank attended Western Stock Show Association Board meetings May 16, 2019.
- Executive Vice Chancellor Parsons attended the Metro State University Board meeting and updated them on plans at the National Western Center and in particular the Water Building September 6.
- Executive Vice Chancellor Parsons represented the System at the Annual Denver Rustlers event August 27th
- Executive Vice Chancellor Parsons represented the System at the Jobs for the Future visit to Colorado, which was hosted by CSU Global August 27.
- The System hosted and Executive Vice Chancellor Parsons keynoted ULI's Women's Leadership Institute's Leadership Connection event August 20th at the CSU Denver Center.
- Chancellor Frank travelled to Grand Junction for the ribbon cutting ceremonies for the Rogers Mesa Research Center in Hotchkiss and the Western Colorado Research Center at Orchard Mesa August 29.
- The Chancellor hosted the Boettcher Foundation Board Retreat at CSU at the Translational Medicine Institute September 4-7, 2019.
- Chancellor Frank and EVC Parsons welcomed the annual meeting of the Together We Grow Foundation in Denver.
- The CSU System team, in partnership with JE Dunn, volunteered at the Greenway Foundation's Fall South Platte River Stewardship Day Sept. 29 to help restore riparian parks near the future National Western Center site.
- CSU and the CSU System partnered to have a strong presence at Denver Startup Week in September. CSU focused on reducing waste at the DSW Basecamp and provided Green Venue kits with zero-waste signage, guidelines, and sustainability tips. The university also hosted six sessions at the CSU Denver Center, journalism students covered the events in partnership with ColoradoBiz magazine, and the CSU Career Center provided transportation for students to meet with members of Denver's startup community.
- The CSU System hosted a "convening conversation" in Denver Sept. 17 with P-12 educators to discuss CSU's educational plans at the National Western Center around food, water, and health.
- The CSU System hosted tables at the Denver Public Scholarship Foundation, Denver Metro Chamber Annual Meeting, Denver Library Booklovers Ball, Dancing with the Denver Stars.





COLORADO STATE UNIVERSITY SYSTEM

INSTITUTIONAL CHARACTERISTICS

	 COLORADO STATE	 CSU PUEBLO	 CSU GLOBAL
Total enrollment	33,083	6,639	19,114
Degree-seeking enrollment	31,364	3,928	18,066
Total revenues	\$1,330,277,594	\$83,468,428	\$98,058,357
Number of nontraditional age students	8,524	2,880	17,771
% of enrollment that is racially minoritized	22%	34%	29%
% of First Generation	25%	32%	37.5%
Student-to-faculty ratio	16	14	15
Research funding	\$374,955,000	\$4,758,076	NA
Annual fundraising	\$163,000,000	\$4,500,000	NA
% spent on instruction and academic support	39%	41%	36%
% of expenditures spent on administration	5%	10%	7%
Number of employees (excludes GA and temporary staff)	7,683	741	779

ACCESS AND AID

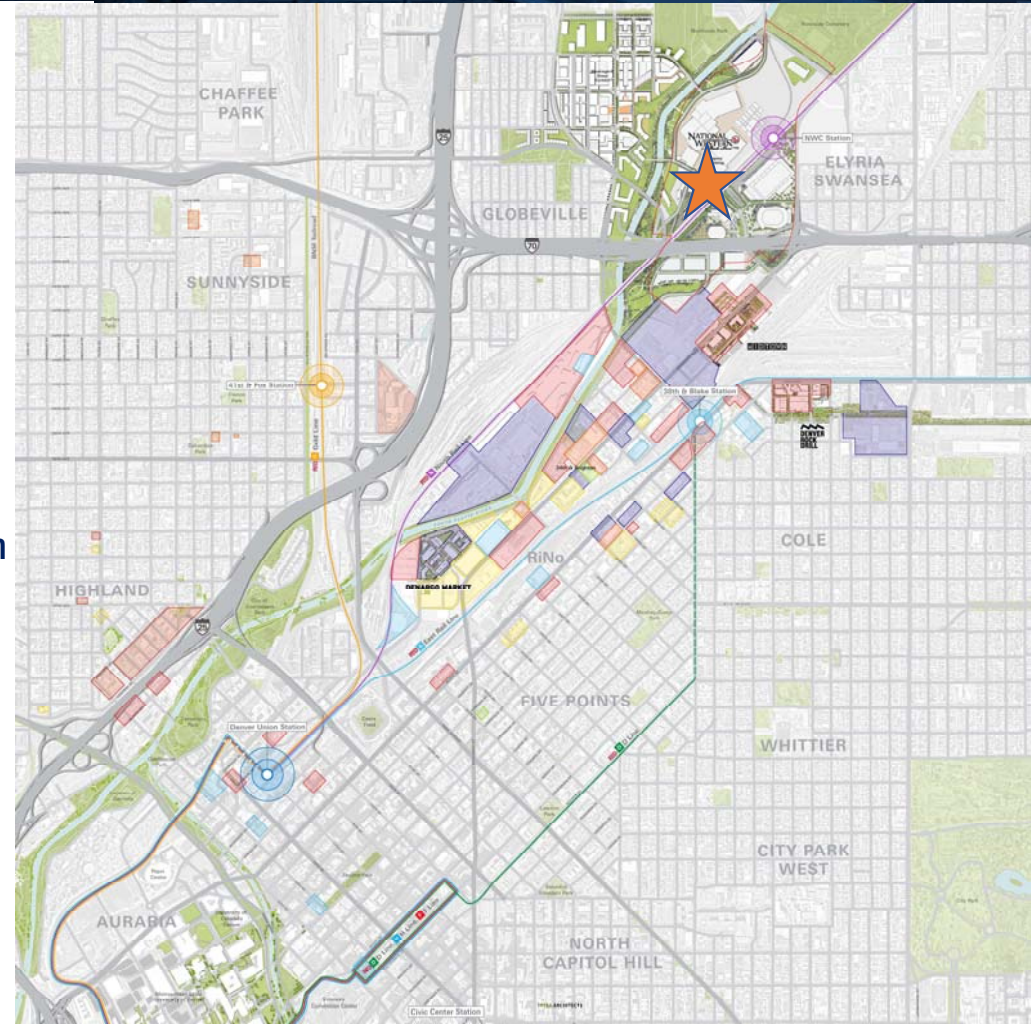
% of undergraduates eligible for Pell Grant	22%	39%	26%
Average amount of Pell Grant aid	\$4,152	\$4,496	\$3,508
Number receiving post-9/11 GI Bill benefits	1,194	349	1,042
Average amount of post-9/11 GI Bill benefits	\$8,309	\$4,145	\$4,402
Number receiving DOD tuition assistance	56	20	583
Average amount of DOD tuition assistance	\$2,433	\$1,193	\$2,111
Undergraduate resident tuition and required fees	\$11,395	\$10,090	\$8,400
Net price of attendance for resident undergraduates	\$24,287	\$26,824	\$20,466
Admission rate	83%	95%	50%
Application yield rate	27%	13%	65%
% enrolled exclusively in distance courses	9%	1%	100%
% enrolled in some but not all distance courses	14%	4%	0%

OUTCOMES

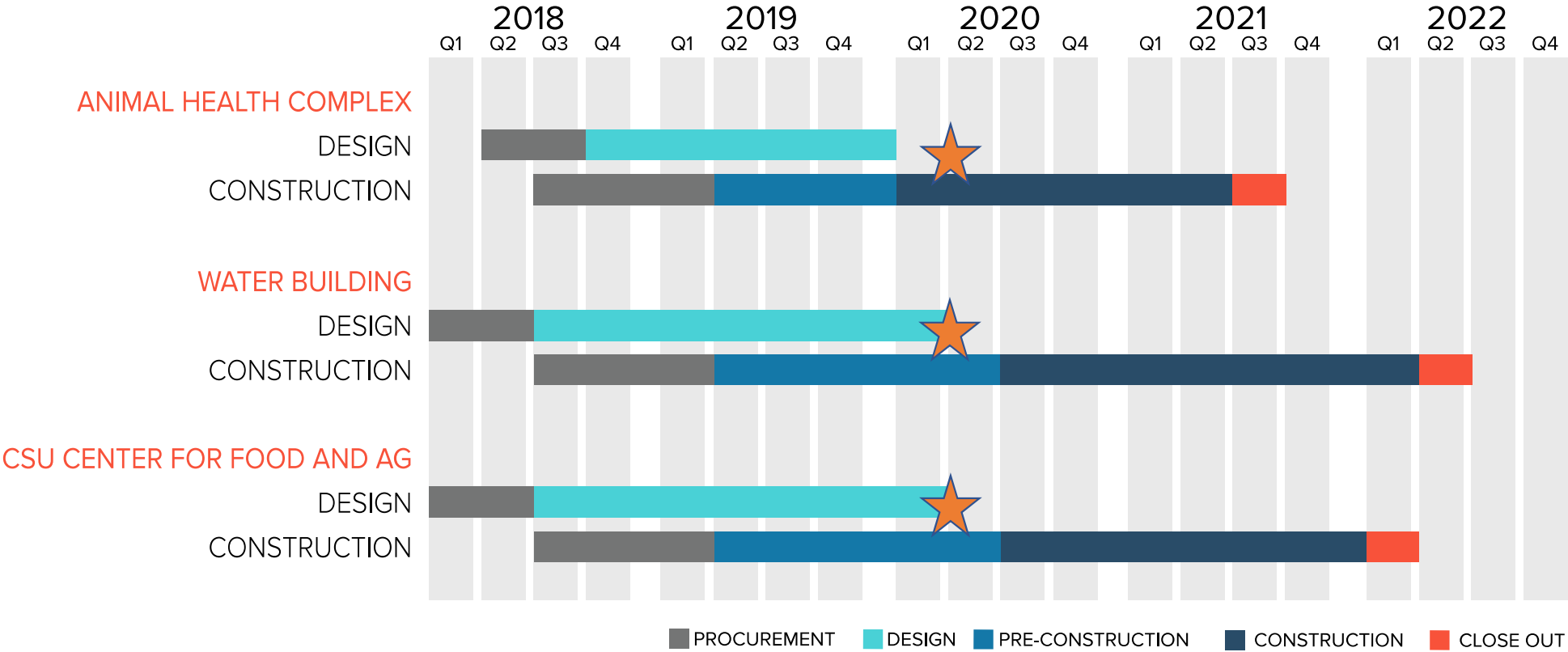
# of students earning a Bachelor's degree	4,971	758	2,144
# of students earning a Master's degree	1,639	85	1,188
# of students earning a doctorate	358	NA	NA
First-year retention rate	82%	63%	83%
4-year graduation rate	45%	19%	49%
6-year graduation rate	69%	35%	52%
6-year graduation rate (white non-Hispanic)	71%	38%	54%
6-year graduation rate (Hispanic)	59%	35%	43%
6-year graduation (Pell Grant recipients)	62%	31%	63%
Loan default rate	2.8%	8.8%	5.0%

CSU SYSTEM AT THE NATIONAL WESTERN

- Three CSU System buildings: food, water, animal health
- CSU System groundbreaking in 2020, completion 2022
- Select campus highlights:
 - Science on display: public viewing of surgeries of animals to engage students in STEM
 - Equine sports medicine
 - Equine-assisted activities and therapies at the Temple Grandin Equine Center
 - K-12 Ag Discovery Center
 - Denver Water's Water Compliance Lab
 - Commissary kitchen to serve community need
 - Riverfront access to restored South Platte River



DEVELOPMENT TIMELINE



RECENT PROGRAMMING



BioBlitz

Evaluation the current baseline of the site ecosystem, in partnership with Butterfly Pavilion and Denver Zoo.



Youth Memory Project

In partnership with History Colorado. Neighborhood stories told by youth.



Youth Action Coalition

Youth officially selected in January to have direct, meaningful engagement related to the NWC development.



Health Clinic

CSU and Dumb Friends League partner to host the 6th annual clinic for people and pets, on October 5.



4-H Outreach

Providing enrichment programming in partnership with the Valdez-Perry Library, Johnson Recreation Center, Swansea and Garden Place elementary schools.



EXHIBITS

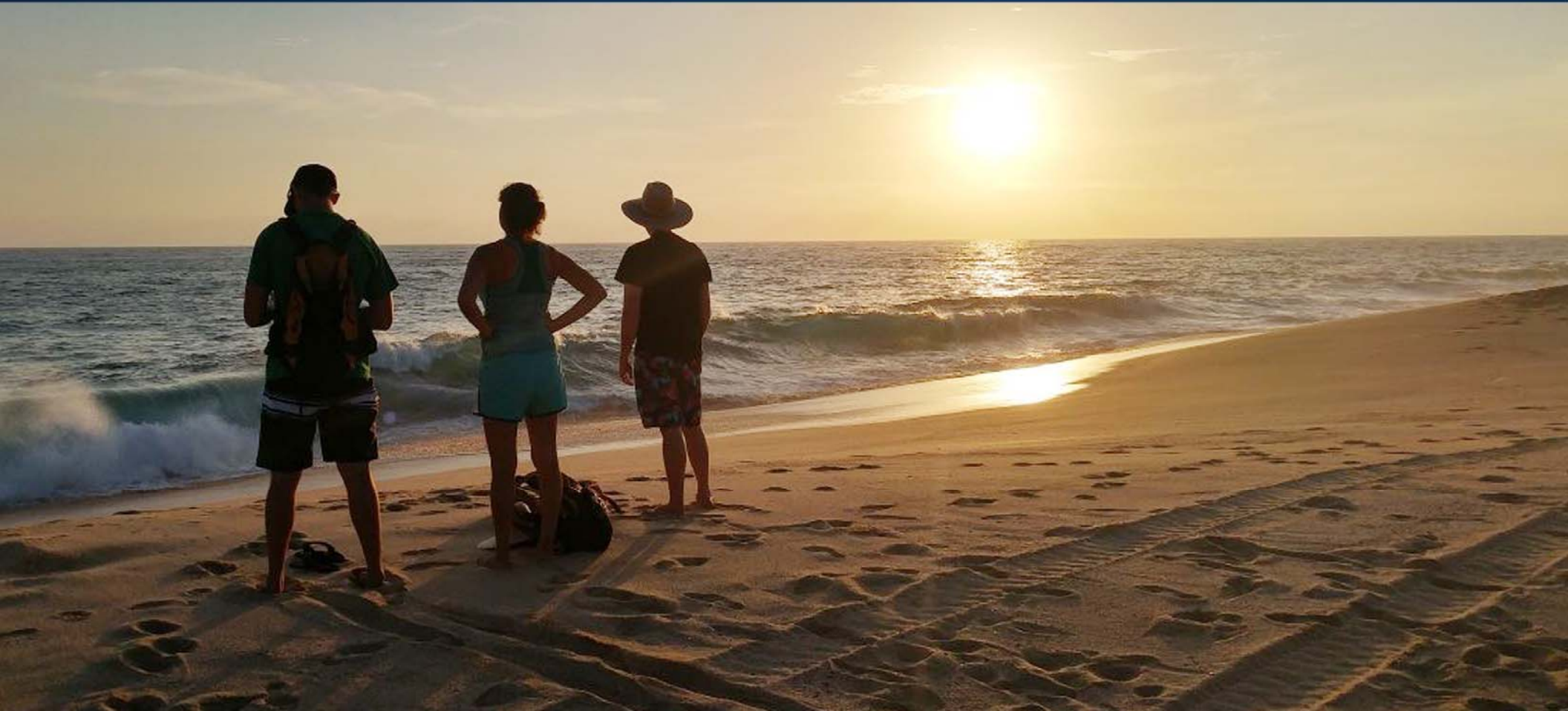






BRANDING

CSU TODOS SANTOS CENTER



TODOS SANTOS: KIDS DO IT ALL



TODOS SANTOS: IMMERSION PROGRAM



STURM COLLABORATION CAMPUS



STURM COLLABORATION CAMPUS

*A partnership with CSU System, Douglas County School District,
and Arapahoe Community College*



GLOBAL
Offering teacher
courses so DCSD
teachers can teach
concurrent
enrollment.



PUEBLO
Pathway programs in
cybersecurity and
computer information
systems.



FORT COLLINS
Online and College of
Business offer an
accounting pathway
program, in-person and
online.

TOGETHER WE GROW



Advancing American Agriculture



FREE HEALTH CLINIC FOR PEOPLE AND PETS

CLÍNICA DE SALUD GRATUITA
PARA PERSONAS Y SUS
MASCOTAS



SATURDAY, OCTOBER 5, 2019
10 A.M. – 2 P.M.

Focus Points Family Resource Center
2501 E. 48th Ave, Denver, CO 80216

FREE FOR DOGS AND CATS

- Well-pet exams
- Rabies and distemper vaccinations
- Food and supplies
- Behavior consultations

FREE FOR PEOPLE

- Human health services
and activities for kids

First 200 pets served. No appointment needed.

SÁBADO 5 DE OCTUBRE DE 2019
10 A.M. a 2 P.M.

Focus Points Family Resource Center
2501 E. 48th Ave, Denver, CO 80216

GRATIS PARA PERROS Y GATOS

- Examen de bienestar para mascotas
- Vacunas contra la rabia y el moquillo
- Alimentos y suministros
- Consultas de comportamiento

GRATIS PARA PERSONAS

- Servicios de salud humana y actividades
para niños

Primeras 200 mascotas atendidas. No se necesita cita.

Learn more at nwc.colostate.edu

Obtén más información en nwc.colostate.edu

SPONSORED BY:




Dumb Friends League.
COMPASSION ALWAYS ♥

**COLORADO STATE
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CSU - FORT COLLINS | CSU - PUEBLO | CSU - GLOBAL


Focus Points
FAMILY RESOURCE CENTER

Colorado State University – New and Transfer Headcounts Fall 2018, 2019

HC Entering Class (New and Transfer)	CSU Fall 2018 (ALL)	CSU Fall 2019 (ALL)	CSU Fall 2018 (RI)	CSU Fall 2019 (RI)	CU Fall 2018	CU Fall 2019
Total	7,084	6,820	7,018	6,753	8,325	8,668
Female	3,724	3,739	3,696	3,710	3,766	4,140
Diverse	1,910	1,889	1,891	1,876	2,187	2,407
1st Generation	1,828	1,738	1,801	1,723	1,352	1,440
Resident	4,541	4,482	4,496	4,437	4,370	4,701
Veteran	223	197	209	185		
FTFY* (new freshmen)			5,405	5,204	6701	7113
Female			2,908	2,956	3456	3506
Diverse			1,507	1,514	1809	2006
1st Generation			1,225	1,225	992	1124
Resident			3,410	3,345	3,406	3,756
Veteran			61	59		

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
 COLORADO STATE UNIVERSITY - PUEBLO
 CSU - GLOBAL CAMPUS



Colorado State University – Total Enrollment Headcounts Fall 2018, 2019

HC Total Enrollment							
	<u>CSU Fall 2018 (ALL)</u>	<u>CSU Fall 2019 (ALL)</u>	<u>CSU Fall 2018 (RI)</u>	<u>CSU Fall 2019 (RI)</u>	<u>CU Fall 2018</u>	<u>CU Fall 2019</u>	
Total	33,877	34,166	28,691	28,864	34,510	35,528	
Female	17,707	18,207	14,740	15,136	15,284	15,963	
Diverse	7,501	7,955	6,386	6,818	8,261	8,846	
1st Generation	6,516	6,533	6,069	6,050	4,866	4,920	
Resident	21,543	21,472	19,717	19,644	20,087	20,703	
Veteran	1,293	1,289	1,002	989			
FTFY* (new freshmen)			5,405	5,204	6,701	7,113	
Female			2,908	2,956	3,456	3,506	
Diverse			1,507	1,514	1,809	2,006	
1st Generation			1,225	1,225	992	1,124	
Resident			3,410	3,345	3,406	3,756	
Veteran			61	59			

COLORADO STATE UNIVERSITY SYSTEM

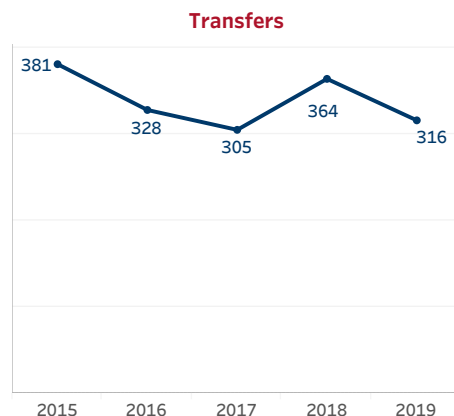
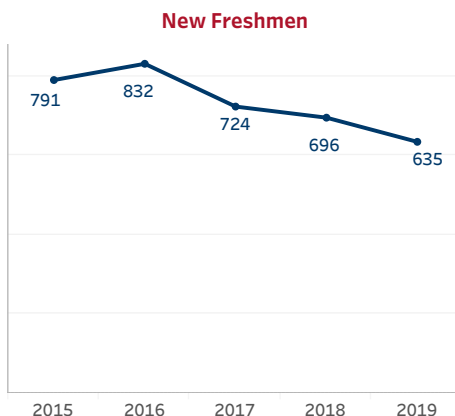
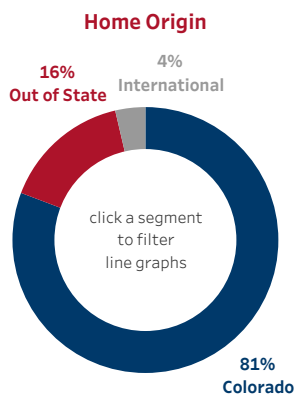
COLORADO STATE UNIVERSITY
 COLORADO STATE UNIVERSITY - PUEBLO
 CSU - GLOBAL CAMPUS



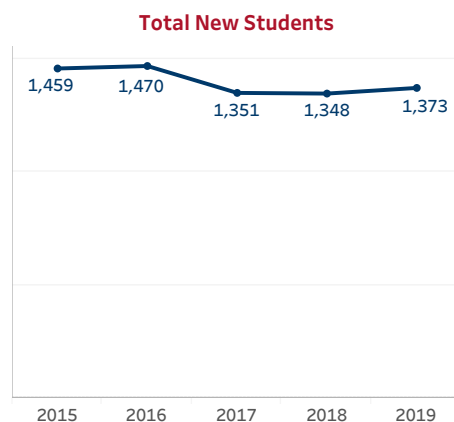
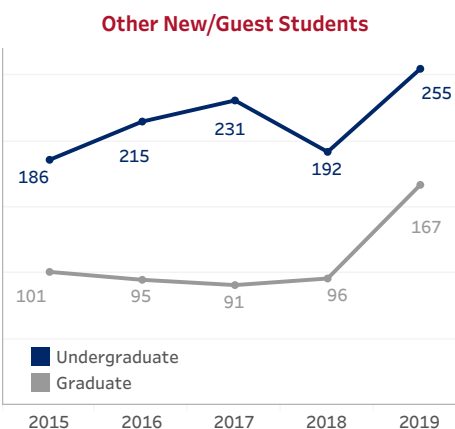
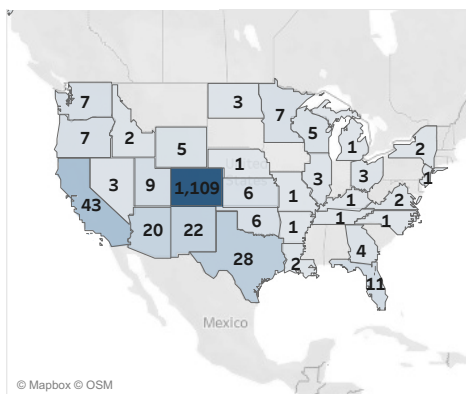


CSU Pueblo Fall 2019 Census

New Admissions & Trends (On Campus & Online Only)



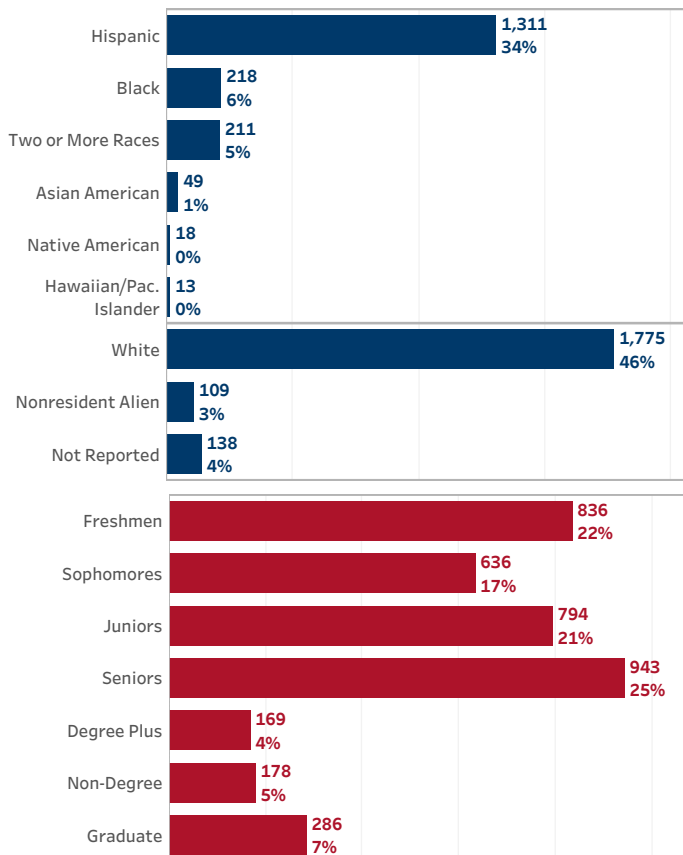
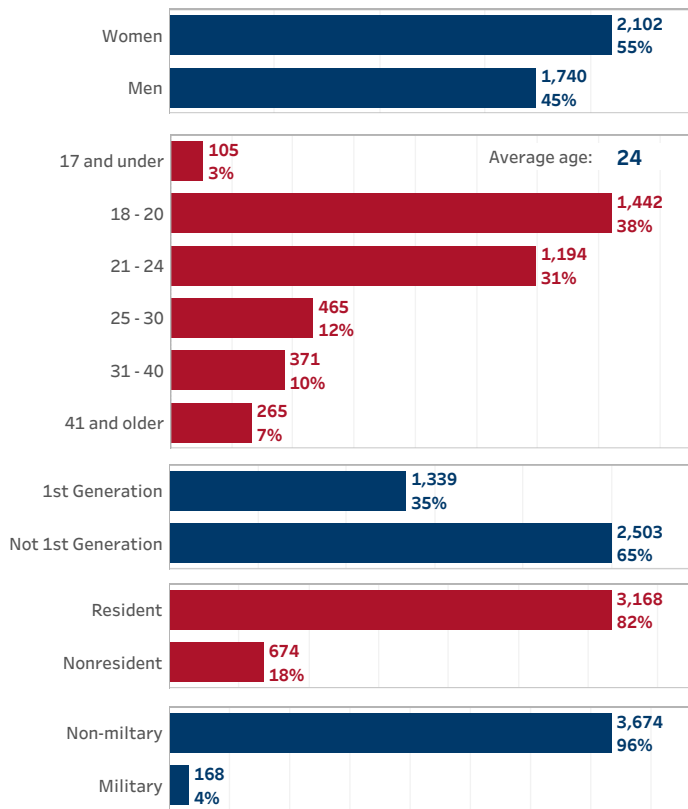
Change home origin map: United States
 Type of new student: All





CSU Pueblo Fall 2019 Census Student Profile for On Campus & Online Only

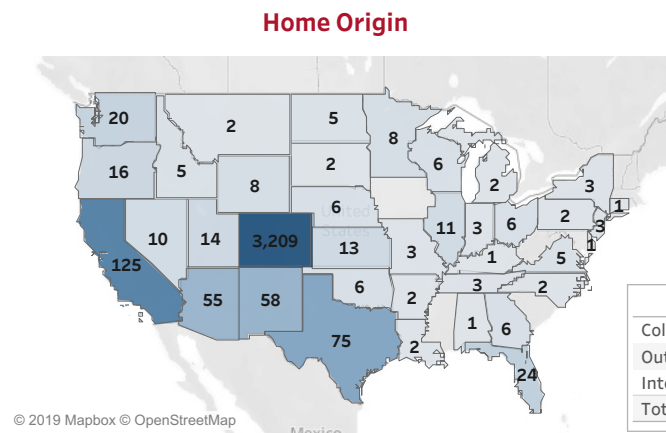
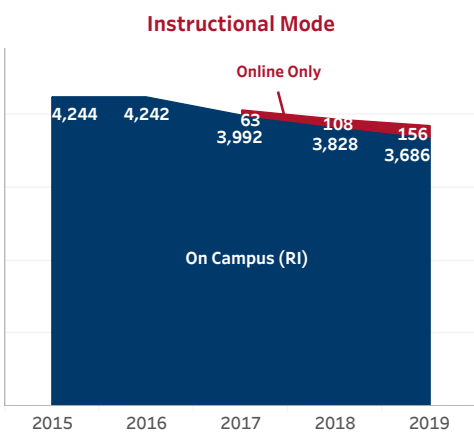
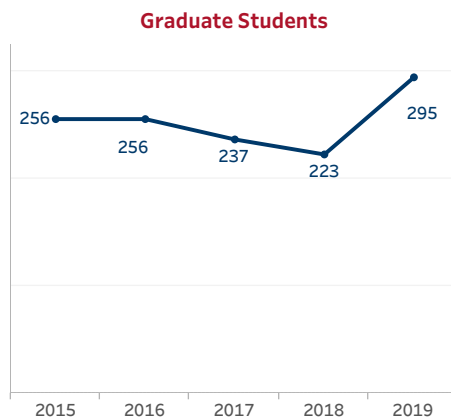
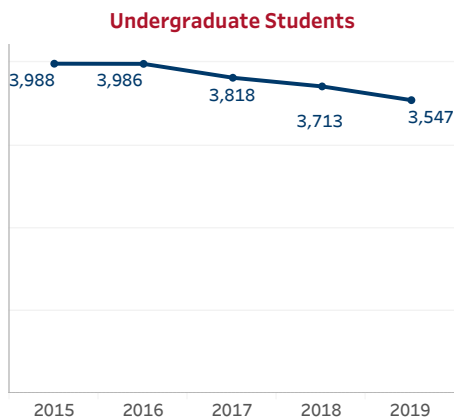
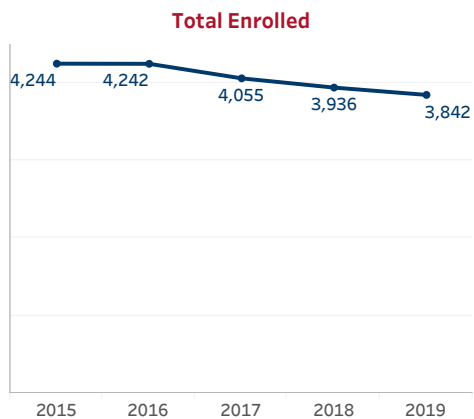
Fall of 2019 Admit Type Student Level
All All





CSU Pueblo Fall 2019 Census

On-campus and Online Only Population Trends



Students represent 33 countries, 42 states and territories, and 51 Colorado counties

	#	%
Colorado	3,209	84%
Out of State	535	14%
International	98	3%
Total	3,842	100%

© 2019 Mapbox © OpenStreetMap

CSU-Global Serves Diverse, Modern Students in Colorado and Beyond



Total Active Students: 19,083

- Female Population: 58%
- Underserved Minority Population: 28%
- 1st Generation Population: 38%
- Military Population: 14%

Data as of September 16, 2019



Section 14

Consent Agenda

- A. Colorado State University System
 - Minutes of the August 8, 2019 Meeting and Committee Meetings
 - Minutes of the August 9, 2019 Meeting and Committee Meetings
 - Minutes of the September 9, 2019 Special Board Meeting
- B. Colorado State University
 - New Degree Program: Master of Public Policy and Administration
 - Faculty Manual Change: Section E.12
- C. CSU-Global Campus
 - New Degree Program: Master of Science in Computer Science

**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 5th graders.

Upcoming events include the inauguration of the new CSU president; numerous activities related to the 150th 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 28th.

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 1st 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 17th 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.

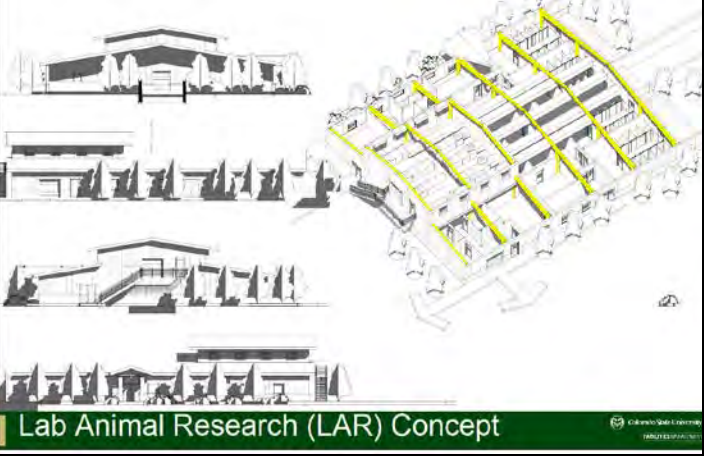


With no further items for discussion or business, Chair Tuor adjourned the special meeting of the Board of Governors at 3:43 p.m.



APPENDICES

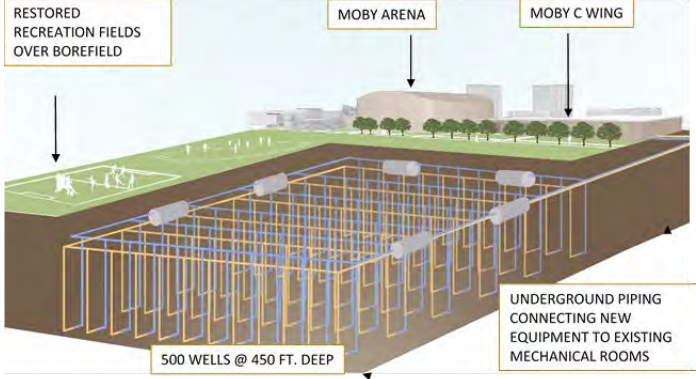
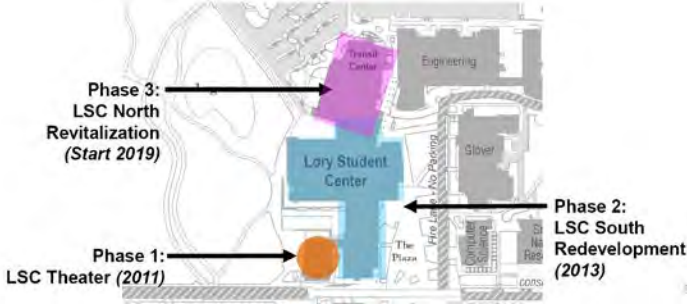

- Appendix I: Construction Reports
- Appendix II: Correspondence
- Appendix III: Higher Ed Readings

APPENDIX I

Construction Status Reports




Project	Bonds/Funding		Occupancy	Status as of Sept 2019
<p>Bay Facility</p> <p>Total Budget: \$6,250,000</p>	<p>\$5,250,000-bond funds</p> <p>General fund, CVMBS, VPR</p> <p>\$1M-VPR cash</p>	 <p>Lab Animal Research (LAR) Concept</p>	<p>June 2021</p>	<p>This project will construct a 10,000-12,000 gsf facility to house laboratory animals on South Campus in support of TMI, Animal Cancer Center, Pre-surgical Research Laboratory and VTH.</p> <p>Project is in design.</p>
<p>Center for Vector Borne Infectious Diseases</p> <p>Total Budget: \$22,900,000</p>	<p>\$25,000,000-bond funds</p> <p>General fund</p> <p>\$3M to IDRC Central Chiller Plant, \$900K bond interest added to project</p>		<p>August 2020</p>	<p>This project will construct a 41,000 gsf infectious disease research building on Foothills Campus, connected to the Regional Biocontainment Laboratory.</p> <p>Foundations and site utilities underway.</p>
<p>Shepardson Building Renovation and Addition</p> <p>Total Budget: \$44,000,000*</p>	<p>\$35,000,000-state funds</p> <p>\$9,000,000-bond funds</p>	 <p>Shepardson Concept Study</p>	<p>August 2021</p>	<p>This project will completely revitalize the Shepardson Building and add approximately 48,000 gsf of auditorium, classroom and laboratory space.</p> <p>*The first 2 phases of state funding have been approved (\$27M). Phase 3 funding is pending FY 20-21 Long Bill approval in May 2020 (\$17M).</p> <p>Building occupants have been relocated. Abatement to begin early Oct.</p>

Project	Bonds/Funding		Occupancy	Status as of Sept 2019
Johnson Family Equine Hospital \$33,400,000	Funding from NWC COPs & Donations		March 2021	This project will construct an approximately 86,000gsf Equine Hospital on South Campus. Design Complete. Construction bids due early Oct. Relocation and/or demolition of structures within the footprint is underway.
South Campus Infrastructure Total Budget: \$7,150,000	\$7,150,000-bond funds General fund		Dec 2020	Relocation of the Remodel and Construction Services shop is the first priority. Design and construction of this facility will be done in-house, by Remodel and Construction Services, with expected completion in October 2019. Roads, utilities and chiller plant expansion to follow.

Project	Bonds/Funding		Occupancy	Status as of Sept 2019
<p>GeoExchange System</p> <p>Total Budget: \$21,300,000</p>	<p>\$19,100,000</p> <p>Energy Savings</p> <p>\$2.2M from state CM funding</p>		<p>Nov 2020</p>	<p>This project will install a GeoExchange system in the recreation fields south of Moby Arena. The central steam system west of Meridian Ave. will be retired, providing heating capacity for future RI building expansion.</p> <p>Design-Build team has been selected. Project is in design.</p>
<p>Lory Student Center Phase 3 Revitalization and Adult Learner & Veteran Services addition</p> <p>Total Budget: \$24,000,000</p>	<p>\$24,000,000</p> <p>\$15M-LSC reserves</p> <p>\$9M-Student fees</p>		<p>Aug 2022</p>	<p>This project will revitalize the north section of the Lory Student Center, focusing on MEP upgrades and finishes. Approximately 9,300 gsf will be added to accommodate the Adult Learner and Veteran Services program.</p> <p>Design-Build tem has been selected. Project is in design.</p>
<p>CSU-CU School of Medicine Branch campus</p>	<p>\$10,000,000</p> <p>Board of Governors reserves</p>		<p>April 2020</p>	<p>This project will finish 27,800 gsf of core and shell space on the 4th floor of the Health and Medical Center to provide classroom, offices and study space for medical students.</p> <p>Construction is approximately 10% complete.</p>


COLORADO STATE UNIVERSITY - PUEBLO

CONSTRUCTION PROJECT STATUS REPORT

Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 09/13/19	Description
Video and audio project at Massari Arena	\$697,000 BOG	Nov-19	1-Jan	Received revised proposal and now is being processed anticipate start in Nov and finish end of Dec 2019	Provide new audio and scoreboard system at Massari Gym
Track repair at Football	\$1,000,000 BOG	Dec-19	Apr-20	Soils boring investigation, then design to Nov. Construction to begin after football season ends in Dec 2019	Remove existing track and amend base per soils engineering recommendations. Provide new track surface
Concrete repair at football concourse	\$162,582 BOG	Dec-19	Apr-20	Civil engineer investigation and design to Nov. Construction to begin after football season ends in Dec 2019	Removed damaged and cracked concrete at designated concourse area. Replace with new per Civil engineers design.
2019-061M19 Replace Roof and Windows, Hasan School Business	\$720,720 State funded Controlled Maintenance	Received award May 2019, currently out to bid, anticipated substantial completion May 2022			The Hasan School of Business roof system has deteriorated beyond repair with leaks running down the drywall and through the window system. Numerous repairs have been completed, but are not mitigating the situation. Removing the entire roof system and installing a new system is recommended.
2020-087 M19 Replace Campus Water Lines	\$900,680 State funded Capital Maintenance (only phase one funded at this time)	Received award May 2019, currently preparing for submissions, anticipated substantial completion May 2022			Currently the CSU Pueblo irrigation lines do not have the capacity to effectively irrigate the campus landscaping. The irrigation system presently has to operate 24 hours a day and still does not cover all the necessary areas. The existing water lines are deteriorating and many of the existing isolation valves are inoperable. Domestic water loop is unable to isolate breaks resulting from deteriorating valves and piping. Phase 1 = Design and Xeriscape Bartley Blvd, Phase 2 = New water main tap with distribution. Phase 3 = New water main tap.
2006 -050P18 Psychology Building Renovation and Addition	\$16,812,751 State funded Capital Construction	Schematic, Design Development and Construction Documents complete. GMP established and final Notice to Proceed to Commence Construction issued July 31, 2019. Bid Packages 1, 2 and now 3, underway- Design-Build Team of H.W Houston / DLR Group Architects. Bid package one Phase 1 (Demolition / abatement) 100% complete, Phase 2 (structural foundations, structure and site) 15% Phase 3 remaining renovation and addition is now 5% complete. Entire project is on time and on budget and estimated at 18% complete. Anticipated Substantial Completion May of 2020. Anticipated Notice of Occupancy July of 2020.			
2018-061 M19 SB267 Upgrade Fire Campus Systems Phase 1 and 2	\$1,229,140 State funded Controlled Maintenance SB 267	Procurement complete, AE contract underway anticipated Substantial Completion = May 2021 Design now will bid in Nov of 2019			The existing campus -wide voice mass notification and fire alarm system is nearing the end of useful life. The campus has one main fire panel and 18 fire panels. The panels should be replaced before the manufacture stops supporting the system, before parts are not available, and before the system fails to report issues. The two phases are to replace fire alarm panels.
2018 064M19 SB267 Install Campus Security System	\$890,450 State funded Controlled Maintenance SB 267	Procurement complete, DB contract underway anticipated Substantial Completion = May 2020			This project will provide electronic video system surveillance to all generally funded campus buildings, open spaces and parking lots at Colorado State University at Pueblo. All generally funded buildings to receive video camera surveillance system at all entrances. Additional exterior cameras will be mounted to survey the grounds and parking lot entrances.
M13019 Roof Replacement Art / Music Classroom Ph 1 of 1	\$698,270 State funded Controlled Maintenance	Construction 95%, anticipated Substantial Completion 12/01/2019. Had wind damage of HVAC roof cover and need to repair. Bird guard. Final change order			Repair Art roof and constructed a new exit stair. 65 mile hour wind damage a HVAC roof cover and need to repair.
Ochiato University Center Renovation and Addition	\$35,000,000 Debt to be repaid with student fee facility fees, grants, & auxiliary services revenue	Ochiato University Center Schematic Design completed. Design Development Phase completed. GMP established, Notice to Proceed to Commence Construction issued November 3, 2015. All Bid Packages 1, 2, 3, underway- (Earth work, utilities, foundations, steel frame, electrical, plumbing, HVAC, finishes) Design-Build Team of Nunn Construction/hord-coplan-macht Architects. Phase 1 (New Addition) 100% complete, occupied November 28, 2016. Phase 2 (ACM Abatement Completed February 6, 2017. Phase 2 Renovation area is Substantially Complete. Entire project approximately 99% overall complete to date. Phase 2 Renovation Occupied 2Jan18, grand opening 23Jan18. Phase 3 Ballroom retrofit completed 03/02/18. Entire Project Substantially Complete, on time, on budget. Entire project has been closed out successfully.			
Exterior Door Security Access Control at all Academic Buildings.Phase II	\$998,351 Controlled Maintenance		12/2015	Add electronic card access/monitoring, new keyways, and replace worn exterior entrances at 11 academic buildings.	Project under budget and on schedule. 11 buildings are live on-line.Project is Complete
New General Classroom Building	\$16000000 Capital Funds		Construction Start 06/14 Completion 07/15	Completion July 28, 2015. On time and on budget. Classes are in process.. G H Phipps Construction Co. - General Contractor Hord-Coplan-Macht Architects	

COLORADO STATE UNIVERSITY - PUEBLO

CONSTRUCTION PROJECT STATUS REPORT

Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 09/13/19	Description
Soccer/Lacrosse Complex	\$3,100,000 cash funded project from grants and donations		Construction began 3/2014, Completion Phase1 field and bleachers June 2014, Phase 2 Building completed February 1, 2016	Phase 2 (building) 100% complete. Occupancy on February 1, 2016. Press box Completed 6/1/16 (Phase 1--Synthetic turf field--- completed and in use.) H. W. Houston General Contractor	

APPENDIX II

Correspondence

CSUS Board of Governors Correspondence Received				
<u>Date Received</u>	<u>Email/Letter</u>	<u>From</u>	<u>Subject</u>	<u>Response</u>
9/11/19	Email	Laura Ferre	Blackface on CSU Campus	
9/13/19	Email	Letizia Nelson	Blackface Posting	9-26-19
9/15/19	Email	Mary Grant	Hughes Redevelopment	9-24-19
9/16/19	Email	Tamra Meurer	Hughes Redevelopment	9-25-19
9/19/19	Email	Cyndy Luzinski	Hughes – Dementia Friendly Village	9-25-19
9/20/19	Email	Sandra Kellar	CSU President Comments	9-26-19
9/24/19	Email	Michael Korn	CSU Students and current issues	

From: [Esseneth](#)
To: [presofc](#)
Cc: [CSUS Board](#)
Subject: Blackface on CSU Campus
Date: Wednesday, September 11, 2019 7:50:50 PM

President McConnell and Board of Governors,

I find it deeply disturbing that you, President McConnell, chose not to take action against the CSU students who posed in blackface. You cited the students First Amendment rights, yet their actions are clearly against the student code of conduct. I am shocked that someone with a law degree doesn't distinguish between an individual's right from government infringement and holding someone accountable for their actions. As you're West Virginia I'm shocked you chose to overlook the racist history of blackface and the damage it will do to current students and future generations if it's allowed to propagate.

I am glad I chose to get my education from CU. I was originally looking at CSU. If you don't do something about the students who violated the code of conduct, specifically the harassment section, I will not let my son consider CSU for his education in a couple years. He's white, but I will not send him to a school that perpetuates racism. Silence is complicity.

You have dishonored the school, the students, the alumni, and future students. What a disgrace. You're letting your white privilege show. You're completely out of touch with the issues in our nation.

Sincerely,
Laura Ferre
Denver

From: [1Cor13](#)
To: [CSUS Board](#)
Subject: Fwd: Blackface Posting
Date: Friday, September 13, 2019 12:02:53 PM

Board of Governors,

I am forwarding you the email I sent Ms. McConnell regarding the blackface posting incident. It is your responsibility to ensure that CSU is properly governed, upholding a standard that promotes peace and safety for all of its students.

Please read my email below and understand that your silence and inaction toward hatred and racism at CSU will send a clear message to your students. You have an obligation to do what is right and take appropriate action against such behavior.

Letizia Nelson

----- Forwarded message -----

From: **1Cor13** <faithbond.1cor13@gmail.com>
Date: Fri, Sep 13, 2019, 11:27 AM
Subject: Blackface Posting
To: <presofc@colostate.edu>

Ms. McConnell,

It is not only disappointing that you neglect your duty as leader of this educational institution to properly handle racism from students who attend CSU, but you made a cowardly decision to hide behind the First Amendment. Hatred and violence start with speech. The Nazis are prime examples of how hate speech and images lead to further indoctrination of it's country's citizens leading them to violence.

You choose to not take any action thus sending a clear message to the rest of your student body - hatred is not punishable and is accepted in the CSU community. You are not qualified to lead our youth today, for you are shortsighted and have not learned from history.

Shame on you. You should resign and allow a strong person of character to lead this school.

I will post my comments publicly on websites and newspapers as I see fit.

A very disappointed Coloradoan,

Letizia Nelson

From: [President Office](#)
To: [1Cor13](#)
Subject: RE: Blackface Posting
Date: Thursday, September 26, 2019 1:56:00 PM

Dear Letizia,

First, my apologies for not responding sooner as we have had a large volume of correspondence regarding this issue. I thank you for sharing your thoughts. Please know that the President's Office has received and shared your email and please accept my response on the behalf of President McConnell. As you noted, the University did not sanction these students. We are a public institution and are constitutionally bound to protect expression no matter how much we find it potentially damaging to our students. The only limitations are actual threats of imminent violence. I know this is not the position you would like CSU to take, nor the response you wish to hear.

We are working hard to create an immediate and pro-active campaign to fight racism on campus. As CSU moves forward on this issue, please know that our office is accepting ideas from the community on how the University takes its next steps, and you may email ideas for positive, impactful change to this email address (presofc@colostate.edu).

Best regards,
Nik Olsen

Nik Olsen
Assistant Director for Administrative Communications
Office of the President
Colorado State University

From: 1Cor13 <faithbond.1cor13@gmail.com>
Sent: Friday, September 13, 2019 11:27 AM
To: presofc <presofc@colostate.edu>
Subject: Blackface Posting

Ms. McConnell,

It is not only disappointing that you neglect your duty as leader of this educational institution to properly handle racism from students who attend CSU, but you made a cowardly decision to hide behind the First Amendment. Hatred and violence start with speech. The Nazis are prime examples of how hate speech and images lead to further indoctrination of it's country's citizens leading them to violence.

You choose to not take any action thus sending a clear message to the rest of your student body - hatred is not punishable and is accepted in the CSU community. You are not qualified to lead our youth today, for you are shortsighted and have not learned from history.

Shame on you. You should resign and allow a strong person of character to lead this school.

I will post my comments publicly on websites and newspapers as I see fit.

A very disappointed Coloradoan,

Letizia Nelson

September 15, 2019

To: The City Manager, Planning & Zoning Board, The City Council

With Copies To: Channel 4, The Coloradan, KUNC, The CSU Board of Governors, The PATHS website and PATHS Facebook page

I am a City of Fort Collins Resident, a member of the **Planning Actions to Transform Hughes Sustainably (PATHS)** group and a concerned citizen. I have been engaging with or attempting to engage with Colorado State University Board of Governors (CSU BOG), the City of Fort Collins and the City Council regarding the zoning and ultimate use of the former Hughes Stadium Property (Hughes) since the Community meeting in April 2019.

I am writing in regard to the annexation of the 160+ acres of Colorado State University (CSU) property, currently known as the Hughes property, and the impending zoning hearing scheduled for September 19, 2019 regarding the same property. I am concerned because the zoning of this property is complex. On one hand, CSU, a dominant entity and employer in this community has decided and acted upon their decision to sell the property to a builder for a housing development, which is puzzling since the property had not, and is currently not zoned. The question that PATHS and our community doesn't understand, and looks like a clear conflict of interest, is how CSU could have determined that zoning would be established consistent with their preferences—prior to community input. Concerned citizens want to know that since the property was annexed to the City, 4 months prior to the agreement between CSU and the buyer, that the City has understands its responsibility to the community as a whole.

After reading the annexation documentation, it is clear that as long as CSU maintains some level of ownership, as part of the State System, they are not bound by the zoning decisions made by the City of Fort Collins or City Council. However, CSU forfeited the responsibility of maintaining the property when the City annexed it. Now, our City taxpayers are paying for the upkeep of this land, and yet, CSU is awaiting profiting from the sale of the property.

It is in light of the above statements that I am voicing the following concerns regarding the annexation and zoning of the Hughes property and making the subsequent requests.

- 1) CSU developed, issued and selected a development proposal prior to the property being zoned (a feat, in and of itself, since it is impossible to place a value on property that is not zoned or know what the zoning will eventually be). Even with feedback from the community, which was in direct conflict with the RFP ultimately published, CSU went ahead with their plans. Since that time, the City and City Council have been made aware of petitions in excess of 5000 signatures, signed by the community, requesting zoning different from traditional housing developments or LMN's.
- 2) CSU worked with a City Planner, (Cameron Gloss), on the development and issuance of the RFP. Now Cameron Gloss is playing a major role in the zoning recommendation.

Considering the level of involvement with CSU during the RFP process (developed while the property is Zoned T), this appears to be a clear conflict of interest. Cameron Gloss stated in the R&Z workgroup meeting on 9/13/19, in response to an inquiry from a P & Z member, that CSU had made it clear that they did not wish to sell the property to the City. Is there a problem with the City's money? Is Mr. Gloss making zoning recommendations based upon his prior involvement with the RFP process, knowing what CSU wants and intends to do? Unfortunately, those questions remain on our community's minds without clear explanation.

- 3) The Hughes property is unique and should be treated as such and zoned accordingly.
 - a. Due to the location with Overland Trail going north, being the only access road to the community, studies must be completed addressing emergency response and rescue, especially in light of the City's Climate Change document predicting and increase in fires and floods in the coming years.
 - b. Traffic is already a problem on Overland Trail from Drake to LaPorte. In light of the new development already underway at Drake and Overland Trail with over 100 homes, and the addition at the Equine Center and the proposal of a major development being requested by CSU and supported by the City, a comprehensive traffic study must be initiated, and include peak work and school hours, when CSU and PSD are not on break. In addition, we want the traffic study to span a minimum of 14 days to gain a clear pattern of vehicle, bus, and bicycle traffic from LaPorte to Drake on Overland Trail.
 - c. Building a huge development at the base of a reservoir with all of the impacts to the ground is potentially devastating for the land under the reservoir and east of the area over the long term. There is concern that unstable ground and a significant reason the stadium was moved, would negatively impact our City's environment and residents. An impact study needs to be completed to address the potential outcomes and risks of a large development on the foundation so close to the reservoir.
 - d. The city keeps saying the school system can handle the student population near the foothills; however, contact with the PSD Board of Education tells a different story. We are aware that the State of Colorado requires a student count every October, and we want to see the results of the student count. Currently, it is understood that there will be anywhere between 400 and 690 students in a development of this size and that the local elementary schools are at capacity. We would like to see the data the city used to determine capacity in this area. If a new school is required, which seems inevitable, where would a new school be built when 20 acres are required? Is the community aware that we will be paying for a new school to accommodate overcrowding?
 - e. Air quality is a major concern up against the foothills. The City has goals for air quality in the Climate Plan. We need a **current** study addressing air quality in this area before decisions are made regarding the use of the Hughes property. Experts estimate that a development of this size will add 1500 cars next to the foothills.
 - f. An Ecological Characterization Study has been requested many times, we need to see the study and the results.

- 4) The Community views the Hughes Property as the “Gateway” to Horsetooth Reservoir, a place considered the “Crown Jewel” of this area. The community has made it clear that this property should be protected from over development and available to the 500,000 annual visitors to Horsetooth each year to enjoy. Why can’t the City develop a creative solution to the zoning of this property to meet the needs of the community, CSU and the City?
- 5) It is also sad that an Open House was held on August 8, 2019, and after all of the suggestions and requests provided by the community for a creative solution to the use of this land, the only options presented were housing developments. (Specifically, RF and/or LMN. Curiously, LMN allows for the exact high-density development that is currently on the table for this property). PATHS attended that meeting and spoke to a number of residents leaving the Open House who were frustrated that the only options presented were housing options. As a World Class City, where are our creative ideas to make this area near our foothills a destination point for visitors and locals? Our community’s frustrations were communicated to Tom Leeson in an email dated 8/9/2019.

It is understood that CSU is a major employer in Fort Collins and as such tends to be able to influence decisions made by the City for the Fort Collins Community; however, the City and City Council are also here for the citizens of Fort Collins and the citizens of Fort Collins have been very clear about their wishes for the use of this property. The City should not turn its back on the community. Many people in our community include CSU and City employees who are in favor of a **different** plan other than the one that’s been proposed. When will the City and the City Council set the needs of the community, the people paying taxes, paying city employee salaries, and raising their families here be set as a priority?

It is time for the City and the City Council to address the following:

- 1) The City needs to request a formal modification to the annexation agreement between the City and CSU regarding the Hughes property that stipulates that CSU will honor whatever zoning decision is made for the property by the City of Fort Collins (or City Council), even if CSU retains ownership (of some level) of the property.
- 2) The City needs to explore creative zoning options in keeping with the needs and expressed wishes of the community. This needs to be done prior to a formal zoning recommendation made to Planning and Zoning. (Public/Private/Philanthropic Partnerships, Combination zoning to accommodate open space, amenities supporting recreational activities, attainable housing.)
- 3) Any City employee or member of the City Council who was involved with the planning and development of the Hughes Property RFP with CSU or has a direct affiliation with CSU should recuse themselves from the development of the zoning recommendation or voting for the final zoning of the Hughes property.
- 4) Once zoning has occurred, there should be a complete conceptual review process followed before any development plans are accepted. The review process should have extensive input from the community.

- 5) The requested studies should be performed with both the study criteria and study results published to the community with complete and open transparency. Additionally, these impact studies should be done during “normal” or “peak” times to determine full impact of any additions to the area over a period of 14 days when it is not PSD and CSU breaks.
- (i.e. traffic studies need to be conducted on major intersections of Drake, Prospect, Mulberry and LaPorte during a time when CSU is in full session rather than less driven roads during CSU breaks as has been done previously).
- a. Ecological Characterization Study
 - b. Emergency Response and Rescue
 - c. Traffic
 - d. Education
 - e. Air Quality
 - f. Structural Engineering impact study to the reservoir
 - g. Environmental Assessment Study

Many people have spent considerable time in research and gatherings to voice their opinions, propose alternative solutions, and investigating creating alternative solutions in reference to this very sacred parcel of Fort Collins history. Fort Collins has been called the “Choice City” in a large part because of its’ sense of community and level of recreational activity. We have a reputation as a World Class City and have received the Malcolm Baldrige Award for innovation, livability, and sustainability. It is insulting to think that despite everyone’s efforts to communicate very clearly with both City Council, the City of Fort Collins planning, and CSU, no action towards community recommendations are even being considered at this time.

Rather, the CSU Board of Governors, directed by and extremely loyal to Mr. Tony Frank, are privileged to make the final determination of the fate of Hughes Development without binding consideration for the community that fosters the success of CSU in many ways. CSU is not leaving our community, and it’s time that CSU gives something back to Fort Collins and its residents.

Thank you for your Consideration

Mary Grant
City of Fort Collins Resident
Member of PATHS
Zip Code 80521

From: [Neth,Cara](#)
To: msgrant026@gmail.com
Cc: [Julie Pignataro](#); [Ross Cunniff](#); [Jeff Mihelich](#); [Darin Atteberry](#); [Susan Gutowsky](#); [Tom Leeson](#); [Ken Summers](#); [Kristen Stephens](#); [Rebecca Everette](#); [Wade Troxell](#); [CSUS Board](#); [Emily Gorgol](#); [Laurie Kadrich](#); [Matt Bloom](#); [Johnson,Jason](#)
Subject: Your message to the Board of Governors
Date: Tuesday, September 24, 2019 10:22:35 AM

Dear Ms. Grant,

Thank you for copying the Board of Governors of the CSU System on your message to the city manager, Planning and Zoning Board, and City Council. While I am sure the city will respond to the substance of your concerns, I wanted to provide just a few points of clarification on behalf of the System:

- City of Fort Collins zoning is not applicable to CSU property because CSU is a state agency and its property is an asset of the people of Colorado. If CSU's state property is sold to a third party, as in this case, then city zoning does apply, and CSU has tried to respectfully participate in the established city processes. We respect the right of the city to govern itself as it sees fit.
- CSU has in no way forfeited the responsibility of maintaining the Hughes property, and city taxpayers are not paying for its upkeep. This is simply untrue.

CSU has always expressed its gratitude for the support of the people and City of Fort Collins. As the largest employer in Northern Colorado, an agency that supports thousands of jobs not directly connected to the University, and a hub of educational, economic, and cultural activity for this entire region, we also believe that CSU already gives a great deal back to Fort Collins and its residents.

Sincerely,

Cara Neth
Director, Executive Communications
Colorado State University System

Sept 16, 2019

To: The City Manager, Representatives of Planning & Zoning, Fort Collins City Council

With Copies To: Channel 4, The Coloradan, KUNC & The CSU Board of Governors , The PATHS website and Facebook page

I am a City of Fort Collins Resident, a member of the **Planning Actions to Transform Hughes Sustainably (PATHS)** group and a concerned citizen. I have been engaging with or attempting to engage with Colorado State University Board of Governors (CSU BOG), the City of Fort Collins and the City Council regarding the zoning and ultimate use of the former Hughes Stadium Property (Hughes) since the Community meeting in April 2019. Additionally, I attended group meetings at the Drake Center when CSU began discussions about the redevelopment of Hughes over a year ago.

I am writing in regard to the annexation of the 160+ acres of Colorado State University (CSU) property, currently known as the Hughes property, and the impending zoning hearing scheduled for September 19, 2019 to discuss and determine its future development.

Fort Collins has been called the “Choice City” in a large part because of its’ sense of community and level of recreational activity and has received national recognition for its innovation, livability and sustainability. Many people have spent considerable time in research and gatherings to voice their opinions, propose alternative solutions, and investigating creative alternative solutions in reference to this very sacred parcel of Fort Collins history. After several meetings and presentations of various forms, the community clearly communicated its desire to maintain as much open space as possible, to avoid “high-density” housing developments and facilitate some level of “affordable” housing.

If one considers the current proposal of 600-700 houses by Lennar, none of the aforementioned goals are addressed. A ratio of 6 to 7 homes per acre with this design would be considered “high density” by most and not consistent with the current surrounding areas. Additionally, it does not allow for the transition to the foothills which was initially planned at a maximum of one house per acre. Lennar’s plan to build homes with an “average price of \$433,000” is not “affordable” to many citizens and especially those in lower paying positions at CSU (CSU’s “supposed” main goal at the outset). Maximizing open space is also not consistent with the community discussions and desires voiced to both CSU and City Council. Moreover, with Lennar’s plan for a minimum of 625 homes (recently stated with financial incentives back to CSU in excess of this number!!) in this area, many other issues also must be addressed. (I.e. road development, traffic management, and provision of educational resources to avoid overcrowding of an already maxed system in the area). If one simply looks at the burden this density of housing will place on the already overcrowded schools in the area, from elementary to high school, no one can argue that this will not need to be addressed in the very near future. Most likely the need for new schools at all three levels will be warranted and the question then becomes where would these schools be to be developed? And, who will pay for these new

schools? Fort Collins has already seen dramatic increases in property values to support increased taxes over the past couple of years. What will the tax levy be to accommodate 3 new schools?

During my 36-year tenure in Fort Collins, I have watched this town develop from a small community to a sub-urban development. I have witnessed sprawl in all areas. I have been fortunate to be able to benefit from all that Fort Collins has to offer because, for the moment, I can afford to. Many cannot. Despite the great successes in our town, we have also created a community of high cost housing, unattainable rent, increased homelessness and more.

Similarly, CSU has grown substantially over the years. It has developed into a huge campus with an on-campus stadium, multiple new buildings, and sprawl into the community. Some of this growth with minimal (if any) credence to community input.

Here we are, once again, with CSU and City government, trying to force an agenda onto the community of Fort Collins. This community, which has demonstrated concerns and proposals for alternative solutions to many aspects of CSU / city growth and development, has had to shoulder the fall-out of many changes that have occurred in despite of it all. From a stakeholder perspective, it seems that the City ALWAYS acquiesces to whatever CSU wants despite the potential negative impacts to the community as a whole. (I.e. CSU wanted an on-campus stadium, Fort Collins community met in masses to protest for myriads of reasons, and CSU got the stadium. The fallout of which forces local homeowners to find alternate parking from their own street areas on game days to facilitate CSU crowds).

The recommendation to be presented at City Council this week is to split the property between RF and LMN. This was the best of 5 options provided affording the lowest density of homes and most available open space. Adopting LMN zoning for any portion of the property only facilitates the proposed plan for Lennar to proceed with the high density plan currently on the table. In fact, it gives way for more density for up to 12 homes per acre if the development plan includes "4 different housing types" to establish "affordability."

Many committee members on both the planning and zoning board as well as city council are directly involved /contracted / employed by CSU. There are city planners have been intimately involved along the whole process coaching Lennar on development ideas that will certainly result in ratification. All of these individuals should demonstrate **integrity** and recuse themselves from any further discussions or voting on the outcome of this very prime property in Fort Collins. Again, from a stakeholder perspective, there are too many members with significant conflicts of interest to offer an un-biased position which will likely be at the detriment to Fort Collins community and community members.

Finally, and perhaps the most concerning piece to the redevelopment of the Hughes area, is that the Board of Governors, directed by and extremely loyal to Mr. Tony Frank (past-president and now chancellor of CSU), are privileged to make the final determination of the fate of Hughes Development without binding consideration for the community that fosters the success

of CSU in many ways. This has been clearly stated throughout the process. In other words, regardless of what the City of Fort Collins may approve through council and P&Z, CSU can refuse to abide by those recommendations and proceed in whatever means best will suit CSU financially AND at the cost to all Fort Collins community members!

It is insulting to think that despite everyone's efforts to communicate very clearly with both City Council, the City of Fort Collins planning, and CSU, community recommendations are being not seriously considered at this time. If CSU and Lennar would support maintaining more open space at the Hughes site and reducing its financial desires to perhaps support alternate options expressing innovation and sustainability (such as an event center or education center, retirement community, or other such alternative proposals) they could likely see community support and **re-new community trust**.

This is my voice and I am hopeful that it hasn't fallen on deaf ears!

Sincerely,

Tamra Meurer
Community member of Fort Collins
80525

From: [Neth, Cara](#)
To: tamra.meurer@outlook.com
Cc: [Ross Cunniff](#); [Jeff Mihelich](#); [Darin Atteberry](#); [Susan Gutowsky](#); [Tom Leeson](#); [Ken Summers](#); [Kristen Stephens](#); [Rebecca Everette](#); jpignataro@ftgov.com; [Wade Troxell](#); [CSUS Board](#); [Emily Gorgol](#); [Laurie Kadrich](#); [Matt Bloom](#)
Subject: Your message to the Board of Governors
Date: Wednesday, September 25, 2019 9:23:09 AM

Dear Ms. Meurer,

Thank you for copying the Board of Governors of the CSU System on your email to the city manager, Planning and Zoning Board, and Fort Collins City Council. I am sure the city will respond to the substance of your concerns, as your letter is addressed to them, but I did want to provide a bit of clarification on behalf of the Board.

- City of Fort Collins zoning is not applicable to CSU property because CSU is a state agency. If CSU's state property is sold to a third party, as in this case, then city zoning does apply, and CSU has tried to respectfully participate in the established city processes. We respect the right of the city to govern itself as it sees fit. Should the sale of the property fall through, for whatever reason, CSU will continue to maintain it as a state agency.
- CSU has tried to be clear from the beginning of this process that we consider this property an asset of the people of Colorado, and we intend to maximize the economic value of this asset on behalf of the people of Colorado. The primary goal has always been to monetize the property made available from the redundancy of Hughes Stadium to underpin the financial commitments to the new stadium. We also had a secondary goal, which we have made very public, and that was to include an affordable housing component with this project – plans that will be eliminated by the decline in revenue associated with a zoning change. Given the affordable housing needs of our community, this is truly disappointing. CSU has made strides in the last several years to bring all its employees to the living wage standard for Northern Colorado, and we had planned to complement this with expanded affordable housing options locally.

Again, thank you for sharing your perspective and the opportunity to reply.

Sincerely,

Cara Neth
Director, Executive Communications
Colorado State University System

From: [Cyndy Luzinski](#)
To: [Mary Grant](#); [Jeff Mihelich](#); [Darin Atteberry](#); [Susan Gutowsky](#); [Tom Leeson](#); [Ken Summers](#); [Kristen Stephens](#); [Rebecca Everette](#); [Ross Cunniff](#); jpignataro@ftgov.com; [Wade Troxell](#); [CSUS Board](#); [Emily Gorgol](#); [Laurie Kadrich](#)
Cc: tamra-meurer@outlook.com; scandrett6@yahoo.com; jcouch4@msn.com
Subject: Dementia-Friendly Village idea
Date: Thursday, September 19, 2019 7:57:13 AM

TO: Fort Collins City Zoning and Planning, CSU Board of Governors, and Fort Collins City Council

FROM: Cyndy Luzinski, MS, RN
Executive Director, Dementia Friendly Communities of Northern Colorado®

DATE: 9/19/2019

I understand you are considering different zoning options for re-development of the old Hughes Stadium location and that the current plans include an extensive development design for a high density housing community. This letter is simply to ask “what if?” What if we considered some alternative, innovative, cutting-edge ideas for this space?

With an aging population in Northern CO, in which more than 20% of our population will be over the age of 65 within the next ten years, it seems that Fort Collins would be wise to consider how to support alternative options for seniors. Nationally, it is expected that 10 million of the 77 million baby boomers will experience dementia. 1 in 10 people over 65 are living with cognitive impairment already.

The momentum is growing for private/public philanthropic community partnerships. Fort Collins is well-positioned to continue at a Malcolm Baldrige level of excellence in order to be the forerunner in setting standards for other communities across the country to emulate. That’s why I am supporting other visionaries who would like to challenge the city zoning and planning department, as well as City Council and CSU, to consider proposals for a ***planned community such as a dementia friendly village***, to foster greater aging in place opportunities in Northern Colorado. San Diego and Columbus, OH are currently the only cities in the US with dementia villages. Europe hosts several of these communities as well, all modeled after the dementia-friendly village in the Netherlands. The affordability and unprecedented staff training needed to successfully create such a village are constraints only Fort Collins could likely conquer due to the collaborative partnerships and innovation we enjoy here.

I’m certain my senior professional colleagues attending the meeting tonight would be delighted to share further ideas and details with anyone who “catches the vision” for creative alternatives for the Hughes Stadium area. Thank you for your service to our community and your willingness to dare considering “what if” ideas.

Geary, Melanie

From: Neth, Cara
Sent: Wednesday, September 25, 2019 9:04 AM
To: dementiafriendsnoco@gmail.com
Cc: To: Mary Grant; Jeff Mihelich; Darin Atteberry; Susan Gutowsky; Tom Leeson; Ken Summers; Kristen Stephens; Rebecca Everette; Ross Cunniff; jpignataro@ftgov.com; Wade Troxell; CSUS Board; Emily Gorgol; Laurie Kadrich; tamra.meurer@outlook.com; scandrett6@yahoo.com; jcouch4@msn.com
Subject: Your message to the Board of Governors

Dear Ms. Luzinski,

Thank you for your thoughtful suggestion and for your attention to the needs of an important and vulnerable segment of our community. While I expect the city will respond directly to your message, I also wanted to acknowledge its receipt by the Board of Governors. We appreciate you taking the time to share your idea and perspective.

Cara

Cara J. Neth
Director, Executive Communications
Colorado State University System

From: [SANDRA & GENE KELLAR](#)
To: [CSUS Board](#)
Subject: CSU President Comments
Date: Friday, September 20, 2019 8:32:31 AM
Attachments: [image.png](#)

I am a taxpayer and I am very upset at the comments of CSU President Joyce McConnell at a recent rally.

She praised a student carrying a sign depicting a police officer in the cross hairs of a rifle scope, this is totally unacceptable for a person in her position or anyone. Photo below.

I demand she apologize to all police officers in the state of Colorado and submit her resignation.



Gene E. and Sandra Kellar

Geary, Melanie

From: Neth, Cara
Sent: Tuesday, September 24, 2019 10:58 AM
To: g.kellar@comcast.net
Cc: CSUS Board
Subject: CSU President's Comments

Dear Mr. and Mrs. Kellar,

Thank you for your email to the Board of Governors and for sharing your concerns. When protestors disrupted President McConnell's speech to the campus community last week, she recognized them as a group for exercising their First Amendment right to free speech, which we believe was an appropriate response to such a disruption in an environment dedicated to learning. She did not praise any individual students or messages. Nevertheless, I can certainly understand your concern – and would share it -- if the sign in question really had depicted a police officer in crosshairs. The Colorado State University police work hard to support the safety and well-being of all our students, including those who marched peacefully last week. But the symbol in question is actually the logo of the band, Public Enemy, and was created in 1986 intending to symbolize the black man in America. According to the article below from Rolling Stone magazine, it is frequently misinterpreted, so you're not alone there. <https://www.rollingstone.com/music/music-news/public-enemy-reveal-origins-of-name-crosshairs-logo-241248/> While I can't know her intentions, I assume, given the context of the protest and the content of all the other signs on display, that this young woman was making a statement about her own concerns about safety and feeling targeted as a Black American. Regardless of that, it is certainly easy and understandable to misinterpret the image, as many have, and we want to assure you that President McConnell's comments were in reference to the peaceful expression of First Amendment rights and not a commentary on any specific protestor's choice of signs or symbols.

Thank you for the opportunity to respond,

Cara Neth
Director, Executive Communications
Colorado State University System

Cara

Cara J. Neth
Director, Executive Communications
Colorado State University System

From: [Menachem Mevashir](mailto:Menachem.Mevashir)
To: letters@collegian.com; [chancellor](mailto:chancellor@colostate.edu); [CSUS Board](mailto:CSUS_Board); McConnell.Joyce; editor@collegian.com
Cc: Schneider.Lindsey; Martinez.Doreen; Kim.Joon; Ishiwata.Eric; Goar.Allison; DeMirjyn.Maricela; cavanagh.tom@gmail.com; Bubar.Roe; [BAACC Email](mailto:BAACC.Email); [CLA ethnicstudies](mailto:CLA.ethnicstudies); Black.Ray; Sagas.Ernesto; [Bimper Jr.Albert](mailto:Bimper.Jr.Albert)
Subject: Re: Leibe: CSU students shouldn't have to be brave to go here
Date: Tuesday, September 24, 2019 10:00:26 AM

Another approach would be for CSU to bring a notable black motivational speaker to campus to speak to the students and encourage them to succeed inside a hostile racist environment. Someone like Denzel Washington, Kevin Hart or even Duane Johnson (who is half black).

See this commencement address by Denzel: <https://www.youtube.com/watch?v=bV5uKHsWQtY>

CSU also should pay for the considerable cost to hire such a speaker and not ask ASCSU to pay for it.

"Re-examine all you have been told... Dismiss what insults your Soul." Walt Whitman

-----Original Message-----

From: Menachem Mevashir <mevashir@aol.com>
To: [letters](mailto:letters@collegian.com) <letters@collegian.com>; [chancellor](mailto:chancellor@colostate.edu) <chancellor@colostate.edu>; [csus_board](mailto:csus_board@colostate.edu) <csus_board@mail.colostate.edu>; [joyce.mcconnell](mailto:joyce.mcconnell@colostate.edu) <joyce.mcconnell@colostate.edu>
Cc: [comments](mailto:comments@rockymountainstudentmedia.com) <comments@rockymountainstudentmedia.com>; [editor](mailto:editor@collegian.com) <editor@collegian.com>; [steven.reising](mailto:steven.reising@colostate.edu) <steven.reising@colostate.edu>; [patricia.babbitt](mailto:patricia.babbitt@colostate.edu) <patricia.babbitt@colostate.edu>
Sent: Mon, Sep 23, 2019 7:13 pm
Subject: Leibe: CSU students shouldn't have to be brave to go here

<https://collegian.com/2019/09/category-opinion-leibe-csu-students-shouldnt-have-to-be-brave-to-go-here/>

<https://collegian.com/2019/09/category-opinion-lfte-why-we-covered-the-blackface-photo-the-way-we-did/>

Katrina Leibe has stated the problem exactly: students who pay so much money to attend CSU should not have to be eternally vigilant to protect their rights safety and dignity.

I think students of color have three choices in this situation:

1. To withdraw from CSU and transfer to a more egalitarian institution. If you delay your decision until close to the end of the Fall term, CSU

will be unable to replace your lost enrollment and will suffer a large financial loss.

2. To stay at CSU but refuse to pay tuition and fees until CSU provides a comprehensive plan guaranteeing your safety and freedom from racist harassment.

3. To enlist the ACLU to sue the university for breach of contract for failing to provide a safe and secure learning environment.

You are not too young to realize that often the only way to bring about change in large and complacent institutions like CSU is to hit them hard in the pocketbook. This is a language they are certain to understand.

**Sincerely,
Michael Korn
Fort Collins, CO
970.980.6786 (cell)**

"Re-examine all you have been told... Dismiss what insults your Soul." Walt Whitman

APPENDIX III

Higher Ed Readings

Online education start-up, backed by research university credit

Inside Higher Ed; August 21, 2019

Aaron Rasmussen — co-founder of MasterClass, the online how-to company hosting courses from celebrity experts like Serena Williams and Joyce Carol Oates — is trying his hand at the for-credit market with a new company, Outlier.org. The classes at Outlier are marketed mostly to potential community college students and others seeking to transfer to a selective university. While Rasmussen acknowledges that models like this have been tried before, he is hoping that a mix of high-quality content, successful student interactivity, low price (introductory courses are \$400), and in this particular case the backing of a brand-name university, will separate Outlier from the pack. Outlier signed a memorandum of understanding with the University of Pittsburgh and is conducting an initial “beta test” this fall term with Outlier offering calculus and psychology courses (both vetted through Pitt’s math and psychology departments) to 50 students each. Every student who completes the course will get a Pitt transcript.

CU Boulder fall enrollment one of most diverse in university’s history

The Denver Post; September 15, 2019

The incoming class of first-year students at CU Boulder is among the college’s most diverse in its history, with 28% identifying as students of color and 16% as first-generation scholars. Total enrollment for students of color is up 7% from fall 2018, and the 49% of incoming freshmen identifying as female is the most in the university’s history as well. Following national trends, international enrollment is down, with a decline of more than 6% from fall 2018, but total fall enrollment is up 3.3%. Chancellor DiStefano and other university officials attributed these increases to the university’s ongoing affordability initiatives, as well as strong academic programs and research opportunities.

Free speech laws mushroom in wake of campus protests

Inside Higher Ed; September 16, 2019

Lawmakers, majority Republican, from states across the country are at work on legislation banning the interference of speech on campuses and mandating punishments for students who commit free speech infractions. A proposal pending in the Wisconsin legislature is one of the most aggressive — students found to have twice interfered with speech would be suspended and a third time would result in expulsion — but many of the proposals are similar, several of them modeled on a template created by the Goldwater Institute in 2017. Critics of these bills argue they are too prescriptive or punitive, and that many are unnecessary as most university systems already have free speech policies in place. Frank LoMonte, director of the Brechner Center for Freedom of Information at the University of Florida, also points out that there are many free speech issues that simply don’t attract media attention, like college athletes being told what they can and can’t post on social media. As a result, legislators often aren’t doing anything to address these issues.

Todos Santos Center Quarterly Newsletter – August 2019

Check out the latest news from the CSU Todos Santos Center!

Online education start-up, backed by research university credit

Inside Higher Ed

The latest start-up hoping to use online courses to try to make higher education more affordable is from an entrepreneur with a proven track record -- and has a well-regarded university willing to put its reputation behind the academic credits.

Aaron Rasmussen, co-founder of MasterClass, whose cinema-quality how-to courses from celebrity experts like Serena Williams, Dustin Hoffman and Margaret Atwood have been taken by many thousands of Americans, has turned his sights to the for-credit market with his new company, Outlier.org.

The company aims to market its courses mostly to would-be community college students and others seeking to transfer into selective universities.

The modest boast on its home page: "The World's Best Online Education."

"Why don't we have a great online university -- something we all know and love and see as both amazingly high quality and extremely affordable?" he says in an interview. "That's what we're trying to build."

We've heard such braggadocio before, as Rasmussen acknowledges. "A lot of people have tried to do what we're doing here," he says.

What's been missing, Rasmussen says, is something that mixes the backing of a brand-name university (prestige); beautiful, high-quality courses from top-notch professors with dynamically generated problem sets (content); student interactivity, beginning with four- to five-person video chats (social interaction); and a low price -- a \$400 introductory fee, which Rasmussen says he "hopes" his business model can sustain.

Certainly many, if not all, of those elements have been present in other major online education initiatives. The massive open online course movement earlier this decade brought courses from name-brand universities and started out free, though they lacked academic credit and often had little if any interaction. If you go back far enough, to the 1990s, you had Fathom, in which Ivy League and other universities sought to sell online courses to the public. But that was arguably the Stone Age of online education, in terms of technology and quality.

Those who've followed MasterClass's success probably won't doubt Outlier's ability to produce cinematically beautiful courses (trailers for the first two, in psychology and calculus, can be found at those links). Whether the courses' interactivity will be better than those of what are considered today's high-quality courses (from the universities that, say, team up with 2U to build multimillion-dollar courses) will remain to be seen, and Rasmussen acknowledges that the small video sections are just a first iteration.

Tougher Issues

The questions about prestige and price are more interesting.

While the professors aren't the sorts of celebrities that populate MasterClass's courses -- no Natalie Portman or Joyce Carol Oates -- they are from big-name institutions. The Calculus 1 class has three versions, taught by scholars from University College London and Davidson College and a doctoral candidate at Massachusetts Institute of Technology. The Introduction to Psychology course has segments taught by professors from institutions such as Cornell, New York and Yale Universities, among others.

But many of the MOOCs had high-profile professors or instructors from famous colleges. And while consumers flocked to them in large numbers, most were dilettantes, not students looking for academic credit to take them somewhere as Outlier imagines its students will be. What the consumer of that type of course or credential needs is a "brand" that will signal quality to prospective employers or, in this case, potential transfer universities -- and that's where the University of Pittsburgh comes in.

Pitt got involved through its provost and senior vice chancellor, Ann E. Cudd, who was a dean at Boston University when Rasmussen was a student there. After Rasmussen left MasterClass and was looking for a "socially impactful thing to do," Cudd was one of the first people he consulted when he contemplated doing something in the for-credit rather than noncredit education space that MasterClass occupied.

"He talked about access and affordability, diversity, which are my main reasons for being an administrator," says Cudd. "He said he was going to build this company that would provide great access to great courses with great professors, at a low cost."

"I thought it was cool," Cudd adds. "I was just giving him academic advice, about things like how you get credit. That was a part of the world he didn't know much about."

For his part, Rasmussen says he was inspired in part by a 2012 essay in which Woodie Flowers of MIT bemoaned the 250,000 college students in the U.S. who failed calculus each year, costing \$500 million in misspent tuition (then -- a figure Rasmussen estimates has ballooned to \$1 billion.)

Wouldn't it make more sense to spend \$10 million to build the best possible online calculus course?

As Rasmussen got farther along, he realized that having an institutional partner would best ensure that the company's courses would gain acceptance upon transfer to other institutions. He drew up a list of highly ranked institutions and ultimately approached Cudd about Pitt "being the beta partner, to award credit." Cudd says she was interested enough to talk to her colleagues at the university.

"We were intrigued by the possibility of creating essentially a national online community college," she says. "If it can be done at a low price, it could be a gateway for transfer students to

Pitt or to other more elite universities ... We saw this as one way we can contribute to the access and affordability situation nationally."

Pitt's Role

Under the arrangement with Outlier, which covers only the fall term, in which Outlier will offer the calculus and psychology courses to 50 students each, every successful completer will get a Pitt transcript. The transcript will not say that the course was conducted by Outlier; only a careful reader might note that the course number differs from Pitt's own four-credit introductory calculus (Outlier's is worth three) or its intro psych course.

Cudd and the administration didn't make the decision to put Pitt's stamp of approval on the courses by themselves. To assure that the courses were "high quality from the get-go," she says, university officials reviewed the syllabi, exams and "the whole class ... The chairs of [the math and psychology] departments said, 'Yes, we would definitely include these in our catalog of courses if we were asked to do that,'" Cudd says. (Neither the chair of Pitt's math nor psychology departments responded to emails Tuesday requesting comment on their impressions of Outlier.)

"We would grant transfer credit for these classes if our students took them -- we would transfer those credits in," Cudd says.

Except it won't, at least right now. "Pitt students can't take the courses" during this initial semester of the experiment, Cudd says, "because there would be potential impact on their financial aid packages. We are using this semester to explore the medium, and we're not committed by our [memorandum of understanding with Outlier] beyond this term."

Cudd and Rasmussen both declined to discuss the terms of that agreement; Cudd would only say that it would create a "fairly small revenue stream" for Pitt, which could turn into a larger one if the university and the company decide to continue to work together and the courses take off.

Past Failures

Outlier will not be the first attempt to create online courses that community college students (or potential community college students) might take to transfer to four-year universities. Ivy Bridge College, an online two-year college, collapsed in 2013 under pressure from accreditors; Quad Learning and its American Honors program sought to create a replicable online two-year honors college curriculum that would help students transfer to selective universities (sound familiar?). It failed, too.

More recently, Arizona State University's Global Freshman Academy has consistently underperformed.

The closest analog to what Outlier is trying to do is probably StraighterLine, which has experimented and iterated its way into a solidly successful business, but more by forming partnerships with traditional universities to educate students who need supplemental course work

(delivered at a far lower price) than with its original business model of selling those courses directly to students.

Rasmussen says he has been told by many veterans of some of those failed efforts that the "cost of acquisition" of students "will kill you," and that he believes Outlier will learn from their failures. He seems confident that the digital marketing skill that helped make MasterClass so successful (have you been to your Facebook feed lately without seeing one of its ads?) will serve Outlier well, too.

"I think there's a lot of interest out there, just waiting to see the quality of what we produce."

Rasmussen makes an uncommon analogy for an educational product: to the spring blockbuster movie *Avengers: Endgame*.

The \$400-odd million that producers spent to make that movie may have seemed absurd, and they couldn't have recouped their money (let alone made it back seven times over, as they did), from dozens, hundreds, even thousands of viewers paying large amounts of money. But with many millions having forked over \$12 or \$15 apiece, it has earned \$2.8 billion, and the finances worked.

The same, he suggests, might be true for a class that costs millions to make but only \$400 to take.

"Maybe, just maybe," he says, "you build this really good thing, and people come to you."

CU Boulder fall enrollment one of most diverse in university's history

The Denver Post

The incoming class of first-year students at the University of Colorado Boulder will mark one of the college's most diverse incoming classes in its history.

Preliminary fall enrollment data for 2019 indicated that more women, first-generation scholars are pursuing their academic and career goals at the college this fall, according to a news release.

The information was shared with the CU Board of Regents Friday during their regular meeting at the CU Anschutz Medical Campus in Aurora.

More than 28% identified as students of color and 16% as first-generation scholars. Total enrollment for students of color – those who identify as African American, Asian American, Hispanic/Latino, Native American and Native Pacific Islander – is more than 7,800, up 7% from fall 2018. In addition, the campus is welcoming more first-year female students – 49% – than at any other time in its history, a new release said.

As is the case at most American colleges, international enrollment continues to decline. This fall, total international student enrollment is down more than 6% from last year, the release said.

Final census numbers are expected to be released in late September, but preliminary data indicates that total fall enrollment is up 3.3% with strong enrollment growth in graduate programs, which is up 2.8% from last year.

College officials attributed the trends to the university's ongoing affordability initiatives, "strong" academic programs and undergraduate and graduate research opportunities that continue to draw talented students from all walks of life.

CU Chancellor Phil DiStefano said he feels the data shows that Colorado families recognize the value of higher education.

"CU Boulder is among the nation's top public research universities and is the state's flagship academic institution," DiStefano said. "We are grateful that students and their families continue to embrace the educational and career opportunities we offer."

Kelly Fox, executive vice chancellor and chief operating officer, echoed this sentiment.

"Our four-year tuition guarantee for entering first-year students remains a powerful pull for Colorado and other families who are seeking a high return on their investment in their children's education," Fox said.

Free speech laws mushroom in wake of campus protests

Inside Higher Ed

Free speech advocates were enraged when Middlebury College students in 2017 drowned out a planned talk by the author Charles Murray, whose writings many consider racist.

The students' chants prevented Murray from speaking. Some protesters surrounded and jumped on his car after he was ushered out of the lecture hall.

Conservative lawmakers, academics and other observers pointed to that incident and several similar shout-downs of other controversial speakers at various campuses as proof that college administrators needed to beef up their free expression policies.

Lawmakers, mainly Republicans, from states all over the country have subsequently intervened in matters of free speech in academe by proposing and helping to pass legislation that makes clear students can't interfere with the speech of their peers or of visitors on campus.

Civil liberties advocates say states are likely to keep adopting such legislation, especially leading up to and following the 2020 presidential election, when political demonstrations will likely heat up on campuses. They are concerned that some of the proposed laws may be too prescriptive, particularly those that force colleges to carry out certain mandatory punishments for free speech infractions.

"I think we and other organizations are trying to help craft language for colleges that uses a lighter touch," said Joe Cohn, legislative and policy director for the Foundation for Individual Rights in Education, or FIRE, a civil liberties watchdog group that defends the rights of college students and faculty members.

A legislative proposal pending in the Wisconsin Legislature is far from a light touch. It requires University of Wisconsin system colleges to adopt certain rules on free speech, including suspending for at least a semester students who have twice been found responsible for "interfering with the expressive rights of others." Students who violate free speech policies three times must be expelled.

It is one of the most aggressive proposals in the country. GOP lawmakers first floated the bill in 2017. The State Assembly approved it, but it failed in the Senate.

Some students and others in the university system see the bill as unnecessary and note that the Wisconsin Board of Regents in 2017 approved a free speech policy with the exact same sanctions as in the bill.

Supporters of the proposed legislation apparently don't believe the system policy is sufficient.

"Free speech is a foundational part of our constitution. Unfortunately, across the country and here in Wisconsin, we have seen examples of free speech being suppressed on our university campuses," Republican state senator Chris Kapenga, the bill's sponsor, said in a written

statement. “Freedom of speech leads to freedom of thought, but all too often universities are teaching students what to think instead of how to think. This bill affirms the ability to engage in the free exchange of ideas without the fear of intimidation or disruption.”

Governor Tony Evers, the former Wisconsin state superintendent and a Democrat, voted against the policy two years ago and is unlikely to endorse the new legislation.

Cohn said that FIRE does not back mandatory consequences for students because they tend to be overly broad. If students participate in a lawful protest but only one or two decide to disrupt a speaker, it may be unclear if an institution has to punish an entire group. Harsh consequences also dissuade students from protesting at all. Even the fear of being punished could chill free speech, Cohn said.

The proposed legislation also forces Wisconsin university system representatives not to take or state positions on any matters of public policy, a provision that puzzled and irked critics as the proposal went through the legislative process two years ago. Administrators routinely speak out and critique policy matters that relate to their budgets and often participate in public policy discussions as experts.

“It might make sense to not discuss whether we should be going to war in Afghanistan, but free speech itself is a controversial issue, and I don’t want them to be neutral on that,” Cohn said.

The Wisconsin bill is largely modeled on a template created in 2017 by the Goldwater Institute, a libertarian think tank, following incidents such as the one that occurred at Middlebury and a violent skirmish at the University of California, Berkeley, involving protests against the controversial speaker and writer Milo Yiannopoulos. University administrators said the protesters who threw rocks and fireworks at police and started a fire on the campus were not students or affiliated with the institution in any way. But the violence was widely reported by national news outlets and gave many people the impression that Berkeley students were aggressively intolerant of people whose views they oppose.

The episode even drew the attention of President Trump, who threatened to cut federal funding for the university. Trump mischaracterized Berkeley’s response to Yiannopoulos, claiming university officials had not given him permission to speak beforehand when they in fact had. Two years later, Trump signed an executive order mandating all colleges comply with First Amendment and free speech requirements.

With Middlebury and Berkeley grabbing headlines and prompting national debates about free speech on college campuses, the Goldwater Institute seized the opportunity to shop their bill among lawmakers across the country, Cohn said.

At least 17 states have since enacted free speech laws, including eight states this year. Alabama and Texas are two of the most recent states to do so.

The American Council of Trustees and Alumni prefers that governing boards and administrators develop free speech policies, said Armand Alacbay, the association's vice president of trustee and government affairs.

The ideal process is for lawmakers to signal they want colleges to work on these issues and for university leaders to work out the specifics of such rules, Alacbay said.

"Laws should only be lightly prescribed," he said.

Not every law follows the Goldwater model entirely, but many of the laws contain elements of it. Notably, the legislation almost always prohibits what are known as "free speech zones," areas of campus designated for students to protest or pass out literature. These zones have historically not passed legal muster at public universities, where administrators' First Amendment obligations prevent them from severely limiting when and where students can exercise their free speech rights.

Alabama's public colleges are no longer allowed to quarantine students to free speech zones under the new law. It also tries to rein in any overly broad harassment policies that might be in place. Colleges nationwide have been accused of having rules that prohibit protected speech, even speech considered rude or offensive.

The Texas law, which also declares that all outdoor spaces on public campuses are public forums, forbids colleges from assessing extra security fees for speakers who might be controversial.

College administrators have done a "miserable job" at protecting free speech rights, to the point that professors often feel unnerved at "saying the wrong thing" in the course of their jobs, said Frederick M. Hess, director of education policy studies at the American Enterprise Institute, a conservative think tank.

Hess said faculty members often fear giving reading assignments that students may find offensive or using a phrase that might come off as racist. At least two professors this year have come under fire for using the N-word in an academic context.

"I don't think these free speech bills solve anything by themselves, but they are a symptom that many people feel that something is very wrong," Hess said.

But the legislation tends to miss some of the free speech issues that haven't attracted headlines, said Frank LoMonte, director of the Brechner Center for Freedom of Information at the University of Florida.

For example, college athletes often are told what they can't post on social media. This sort of gag order infringes on their First Amendment rights, but the problems aren't being reported on by the news media. As a result, legislators aren't trying to address them, LoMonte said.

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Located in Baja California Sur, Mexico, CSU Todos Santos Center serves as the University's international hub, providing research and educational opportunities in alignment with existing University curricula, and advancing CSU's mission of teaching, research, service, and outreach through collaborations with Mexican universities and organizations.

Programs expand at CSU Todos Santos Center

by Olaf Morales, Languages Coordinator, CSU Todos Santos Center



It has been almost two years since I arrived in beautiful Todos Santos. I had lived in Chiapas (in the south of Mexico) all my life, and I had never been to Baja California Sur in the past, so when I was hired as the language coordinator at CSU Todos Santos Center, it was for me not only such a great opportunity to start a new project but also a good way to share my knowledge with more people.

While writing this, I think back and see how much our English program has expanded in such a short time. Our Center has provided more than 700 hours of English instruction for the local community, and received 10,000 visits to the Center for English classes. Nowadays, the program has five classes running from Monday to Saturday, including a kids' class in Pescadero, a small community 10 minutes south of Todos Santos.

In October 2018, our first Spanish & Culture Immersion Program took place at the Center. Twenty one participants coming from Colorado arrived in Todos Santos to take Spanish lessons for one week and learn more about the Mexican Celebration "Dia de Muertos."

In Spring 2019, our second Spanish Immersion Program began. This time, the main theme was nature, and our participants were able to visit important sites near Todos Santos like Isla Espiritu Santo,

considered a natural protected area and declared a World Heritage Site by UNESCO in 1995; El Triunfo, a mining town; and the Cacti Sanctuary, a nature reserve that concentrates a greater variety of cactus than any other part of the world. We are now ready for our upcoming two programs in fall 2019 and spring 2020 — registrations are open [here](#).

When people ask what is coming next, I tell them that our languages program will expand soon. Just last winter, we had our first volunteer teacher, Doreen Richmond, come from Washington, DC. She taught our intermediate English class for a month, and in November 2019, we will have our second volunteer teacher, Bonita Miller, from Colorado. She will be teaching an intensive English course for one week. Our plan for the near future is to have more teachers who are interested in coming to Todos Santos and want to expand the language program.

These have been exciting months. I am really looking forward to the next Spanish courses and seeing how our English program evolves.

Mis mejores deseos desde Todos Santos, Baja California Sur, México.



Pre-registration for Spanish Immersion is open through Spring 2021. [Pre-register now to reserve your spot.](#) ¡Esperamos verte ahí!



That's a wrap on the sixth annual Kids Do It All music-theatre camp! [Check out photos from the final performance.](#)



The CSU Todos Santos Center hosted a small RNA symposium in April for researchers from CSU and around the world. [Read the report.](#)



Donor gifts help support CSU's vision in Todos Santos, including community English classes. [Learn how you can make a difference.](#)



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This quarterly newsletter is sent to CSU partners and individuals who have expressed interest in the CSU Todos Santos Center in Baja California Sur.

The intent of the publication is to share news and updates about the Center, showcase related stories, and spotlight partners and residents at the Center and in Todos Santos.

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