

**BOARD OF GOVERNORS**  
**February 12-14, 2014**  
**Colorado State University-Global Campus, Greenwood Village**

**Wednesday, February 12, 2014**

<b>BOARD OF GOVERNORS RETREAT – CALL TO ORDER</b>	<b>10:00 a.m. – 4:00 p.m.</b>
<b>Current and Past Board of Governors Reception and Dinner,</b> Double Tree Hotel, 7801 East Orchard Road ( <i>social event</i> )	<b>5:00 p.m. reception/ 6:00 p.m. dinner</b>

**Thursday, February 13, 2014**

<b>Board of Governors Breakfast</b>	<b>7:30 a.m. – 9:00 a.m.</b>
<b>BOARD OF GOVERNORS RETREAT</b> ( <i>continued</i> )	<b>9:00 a.m. – 12:00 p.m.</b>
<b>Board of Governors Lunch</b>	<b>12:00 p.m. – 1:00 p.m.</b>
<b>COMMITTEE MEETINGS – CALL TO ORDER</b>	<b>1:00 p.m. – 4:30 p.m.</b>
<b>Audit and Finance Committee</b> (Dennis Flores, Chair) ( <i>2 hr. 30 min.</i> )	1:00 p.m. – 3:30 p.m.
<b>Academic and Student Affairs Committee</b> (Rico Munn, Chair) ( <i>1 hr.</i> )	3:30 p.m. – 4:30 p.m.
<b>Board of Governors Dinner,</b> Shanahan's, 5085 S. Syracuse Street ( <i>social event</i> )	<b>6:00 p.m.</b>

**Friday, February 14, 2014**

<b>Board of Governors Working Breakfast with the CSUS Leadership Team</b> <b>and CSU-Global Campus Institutional Leadership</b>	<b>7:30 a.m. – 9:00 a.m.</b>
<b>BOARD MEETING – CALL TO ORDER</b>	<b>9:00 a.m. – 2:00 p.m.</b>
<b>1. Public Comment</b> ( <i>10 min.</i> )	9:00 a.m. – 9:10 a.m.
<b>2. Board Chair's Agenda</b> ( <i>10 min.</i> )	9:10 a.m. – 9:20 a.m.
<b>3. Executive Session</b> ( <i>1 hr.</i> )	9:20 a.m. – 10:20 a.m.
<b>4. Committee Reports</b> ( <i>20 min.</i> )	10:20 a.m. – 10:40 a.m.
<b>A. Audit and Finance Committee</b> (Dennis Flores, Chair) ( <i>10 min.</i> )	
<b>B. Academic and Student Affairs Committee</b> (Rico Munn, Chair) ( <i>10 min.</i> )	
<b>5. Approval of Resolutions and Consent Agenda</b> ( <i>5 min.</i> )	10:40 a.m. – 10:45 a.m.

**Consent Agenda Items:**

**A. Colorado State University System**

- Minutes of the December 2, 2013 Evaluation Committee Meeting
- Minutes of the December 2, 2013 Audit and Finance Committee Meeting
- Minutes of the December 2, 2013 Real Estate/Facilities Committee Meeting
- Minutes of the December 2, 2013 Academic and Student Affairs Committee Meeting
- Minutes of the December 3, 2013 Board of Governors Breakfast Meeting
- Minutes of the December 3, 2013 Board of Governors Meeting

Colorado State University System  
Board of Governors Meeting Agenda  
February 12-14, 2014

B. Colorado State University

- Posthumous Degree
- Faculty Manual Change – Section C.2.1.3.2
- Faculty Manual Change – Section C.2.1.9.3
- Faculty Manual Change – Section C.2.1.9.5.d
- Faculty Manual Change – Section C.2.3.1.e
- Faculty Manual Change – Section E.9
- Faculty Manual Change – Section E.10.3

C. Colorado State University-Global Campus

- Approval of Degree Candidates – Winter 2013 C Term (ending 3/2/2014)

**6. Faculty and Student Representatives' Reports (1 hr.)** 10:45 a.m. – 11:45 a.m.

A. Faculty Reports

- CSU-Global Campus: Faculty Report – Presented by Nella Anderson (10 min.)
- CSU-Pueblo: Faculty Report – Presented by Frank Zizza (10 min.)
- CSU: Faculty Report – Presented by Alexandra Bernasek (10 min.)

B. Student Reports

- CSU-Global Campus: Student Report – Presented by Brad Schiffelbein (10 min.)
- CSU-Pueblo: Student Report – Presented by Vanessa Emerson (10 min.)
- CSU: Student Report – Presented by Nigel Daniels (10 min.)

Lunch (30 min.) 11:45 a.m. – 12:15 p.m.

**7. Presidents' Reports and Campus Updates (40 min.)** 12:15 p.m. – 12:55 p.m.

A. CSU-Global Campus: President's Report – Presented by Becky Takeda-Tinker (10 min.)

B. CSU-Pueblo: President's Report – Presented by Lesley Di Mare (10 min.)

C. CSU: President's Report – Presented by Tony Frank (20 min.)

**8. Chancellor's Report (1 hr.)** 12:55 p.m. – 1:55 p.m.

**9. Board Meeting Evaluation (5 min.)** 1:55 p.m. – 2:00 p.m.

**Adjournment** 2:00 p.m.

**Next Board of Governors Board Retreat/Meeting:** May 8-9, 2014 – Colorado State University, Fort Collins

**APPENDIX**

- Board Correspondence
- Construction Status Reports
- Readings on Higher Education

Colorado State University System  
Board of Governors Meeting Agenda  
February 12-14, 2014

**BOARD OF GOVERNORS**  
**February 12-14, 2014**  
**Colorado State University-Global Campus, Greenwood Village**

**Wednesday, February 12, 2014**

**BOARD OF GOVERNORS RETREAT – CALL TO ORDER**

**10:00 a.m. – 4:00 p.m.**

**Current and Past Board of Governors Reception and Dinner**

Double Tree Hotel, 7801 East Orchard Road (*social event*)

**5:00 p.m. reception/**

**6:00 p.m. dinner**

**BOARD OF GOVERNORS RETREAT**  
**February 12-13, 2014**  
**Colorado State University-Global Campus**  
**7800 Orchard Road, Suite 200, Greenwood Village**

**Wednesday, February 12, 2014**

**COMMENCE RETREAT – CALL TO ORDER** **10 a.m. – 4:00 p.m.**

1. Welcome and Overview 10:00 a.m. – 10:15 a.m.
2. Colorado State University-Pueblo 10:15 a.m. – 12:00 p.m.
  - a. Review of Financial History and Condition
- Lunch 12:00 p.m. – 1:00 p.m.
3. Colorado State University-Pueblo (*continued*) 1:00 p.m. – 4:00 p.m.
  - b. Current Status/Short-term Financial Plan Options
  - c. Longer-term Institutional Vision and Plan
  - d. Discussion regarding CSUS Support

**Current and Past Board Members' Reception and Dinner** **5:00 p.m.**  
Double Tree Hotel, 7801 Orchard Road, Greenwood Village

**Thursday, February 13, 2014**

Board of Governors Breakfast 7:30 a.m. – 9:00 a.m.

**BOARD OF GOVERNORS RETREAT (*continued*)** **9:00 a.m. – 12:00 p.m.**

4. The CSU System of the Future 9:00 a.m. – 11:30 a.m.
  - a. Leveraging our Assets
  - b. Expanding our Brand
  - c. Aligning our Resources
5. Conclusions and Next Steps 11:30 a.m. – 12:00 p.m.

**Adjourn Board of Governors Retreat** **12:00 p.m.**

**BOARD OF GOVERNORS**  
**February 12-14, 2014**  
**Colorado State University-Global Campus, Greenwood Village**

**Thursday, February 13, 2014**

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<b>Board of Governors Dinner</b> , Shanahan's, 5085 S. Syracuse Street <i>(social event)</i>	<b>6:00 p.m.</b>

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
AUDIT and FINANCE COMMITTEE MEETING AGENDA  
February 13, 2014**

**Finance**

1. *Discussion/Presentation* – Stadium fund-raising Update 15 min
2. *Discussion/Presentation* – Internal debt structure 15 min
3. *Discussion/Presentation* – Report on most recent bond sale 5 min
4. *Discussion/Presentation* – JBC and the Composite Financial Index 30 min
5. *Discussion/Presentation* - Enrollment 30 min
6. *Discussion/Presentation* – Student fees 30 min
7. *Discussion/Presentation* – CSU Global Campus reserve report 5 min
8. *Discussion/Action* – CSU-Pueblo Budget Discussion 10 min

**Audit**

9. *Discussion/Presentation* – Status of FY 2012-2013 Audit Plan 10 min

Board of Governors  
Audit /Finance Committee Meeting  
February 13, 2014

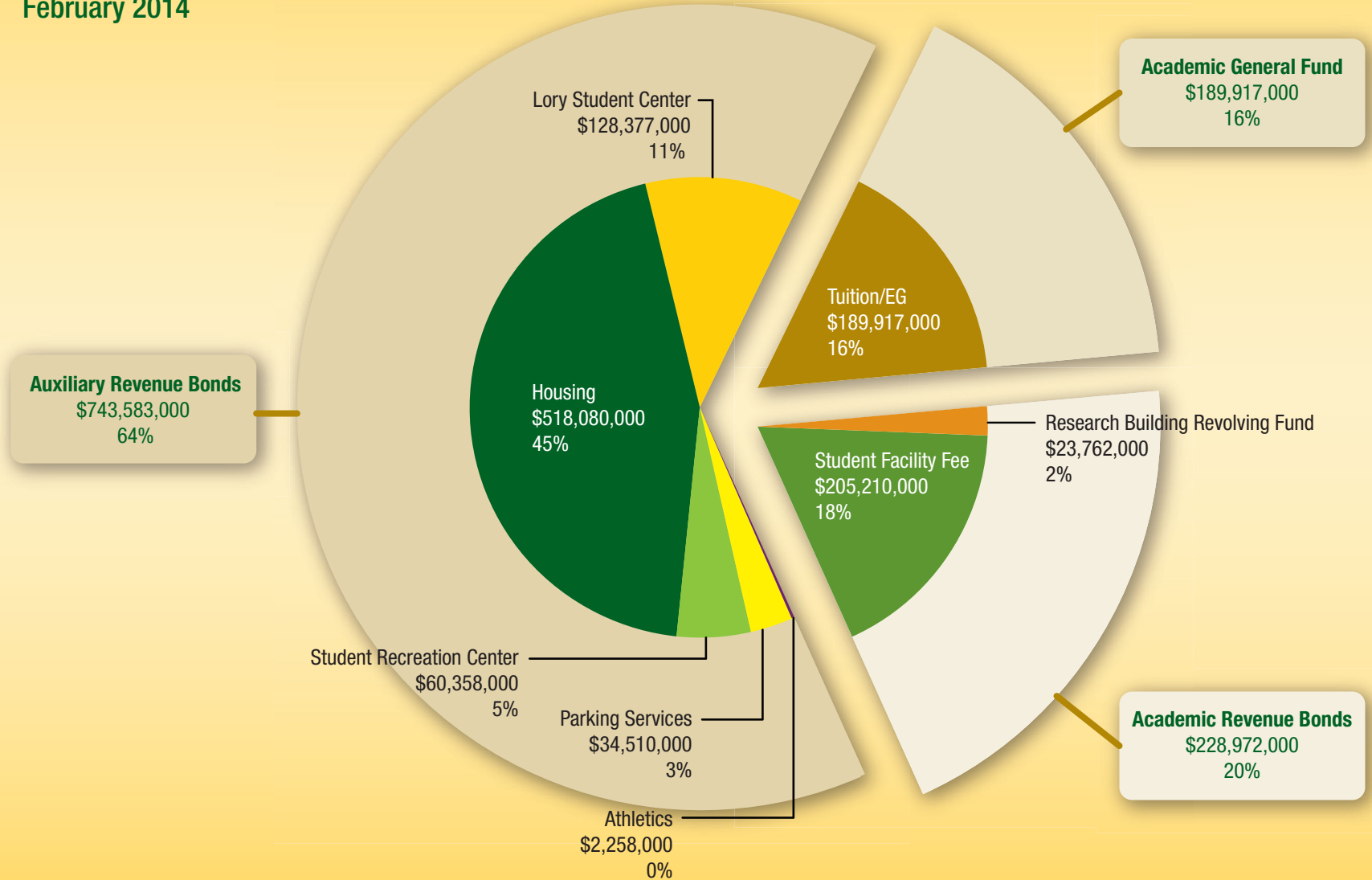
# Agenda Item 1: Stadium Fund Raising Update



# Agenda Item 2: CSU Internal Debt Structure

# CSU Fort Collins Bonded Debt Summary

February 2014



# Agenda Item 3: Report on December 2013 Bond sale

- Sold \$138.7 million in bonds on December 17, 2013
- All in True Interest Cost of 4.5%
- 5 times oversubscribed on many of the bonds
- Total outstanding bonds for the system in now \$757.9 million
- Projects financed through sale include:
  - Eddy Building phase II, Academic Village North, Animal Science building renovation, finish of the Bioengineering building, Lory Student Center upgrades.
- Maintained current ratings of S&P A+ and Moody's Aa3.
- S&P indicated possible rating change on next issuance.
- Looking at bringing on Fitch as a rating agency and possibly dropping S&P.

# Agenda Item 4: Composite Financial Index Review

# CFI Analysis

## Composite Financial Index

Colorado State University

*Lynn Johnson  
Associate Vice Presidentt, Finance  
Chief Financial Officer*



Ratio	Meaning
Primary Reserve (.4 = to 5 months)	How long the entity can function using its expendable reserves given the level of expenditures
Net Operating Revenue (4%)	Percentage of revenue retained for future use
Return on Net Assets (6%)	Economic return on University assets
Viability Ratio (1.25% debt coverage)	Ability to settle annual obligations

Ratio	Component	Weight
Primary Reserve	Expendable Net Assets Total Expenditures	35%
Net Operating Revenue	Net Revenue Total Revenue	10%
Return on Net Assets	Change in Net Assets Net Assets	20%
Viability Ratio	Expendable Net Assets Long Term Debt	35%



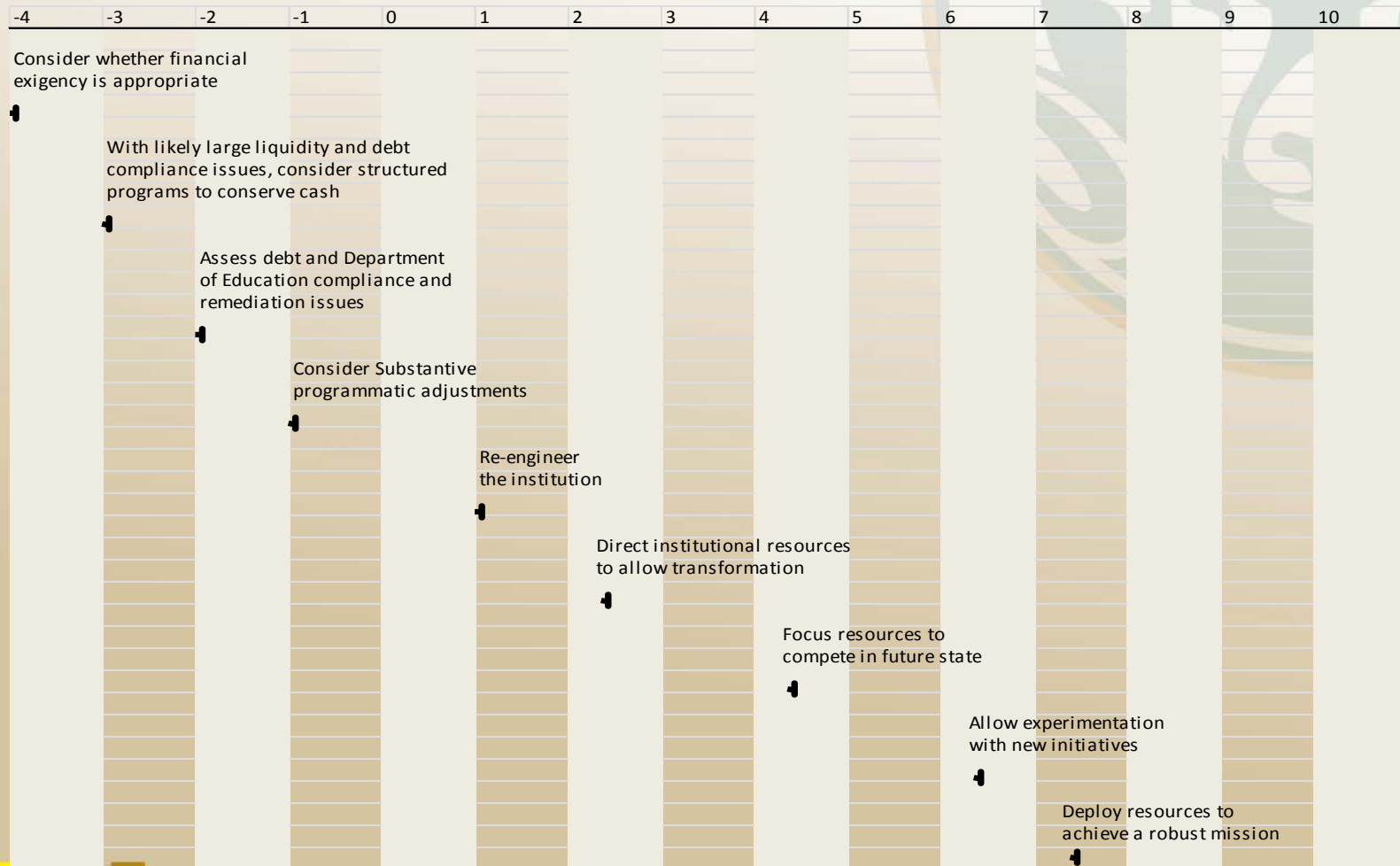
Entity	JBC Analyst	CSU	CSU System	CSU Pueblo
CSU	X	X	X	
CSU-Pueblo	X		X	X
CSU-Global	X		X	
CSU System	X		X	
CSU Foundation	X	X	X	
CSU Research Foundation		X	X	
CSU-Pueblo Foundation			X	X





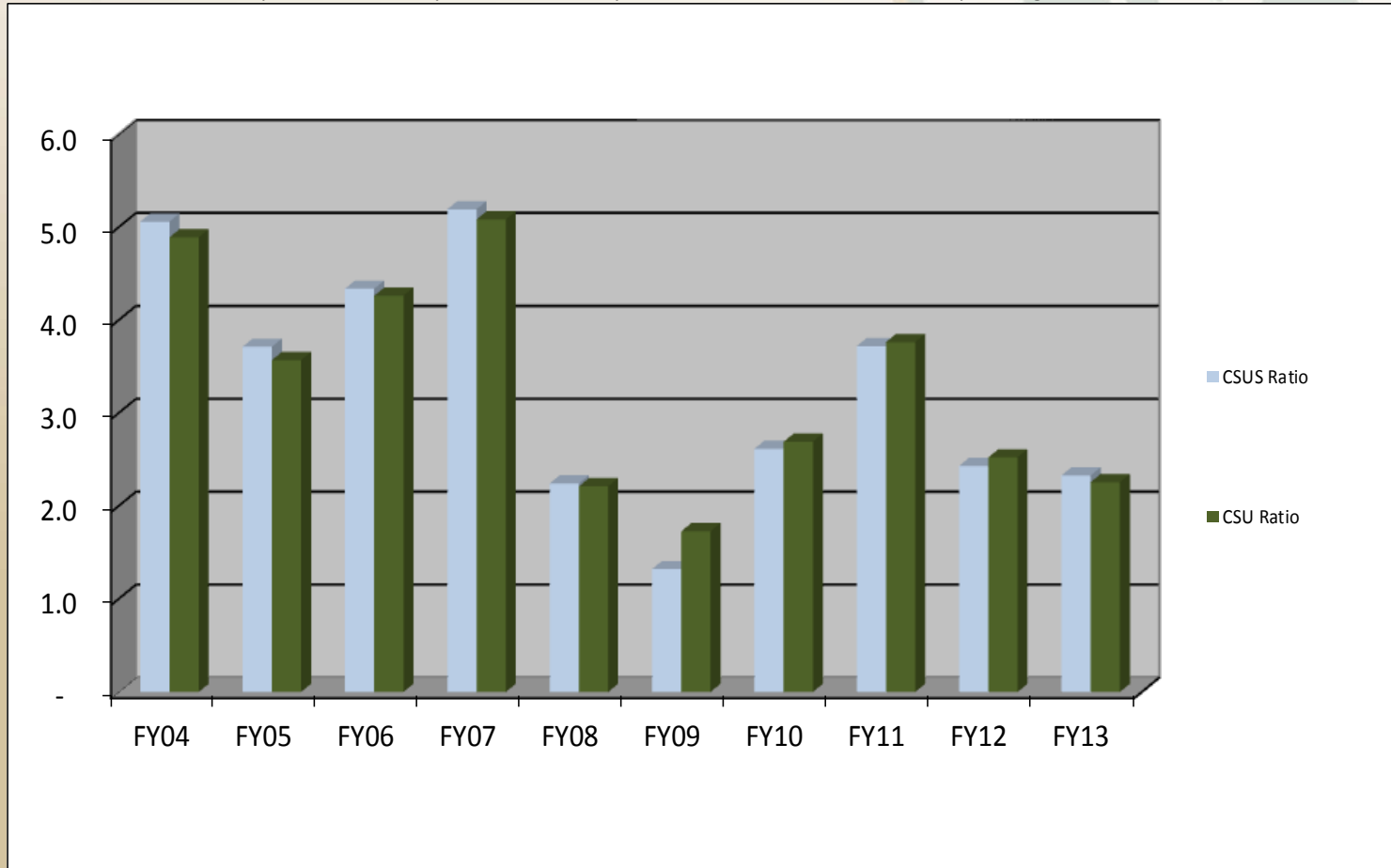
# Composite Financial Index

FIGURE 1.0: SCALE FOR CHARTING CFI PERFORMANCE – Scoring Scale<sup>2</sup>



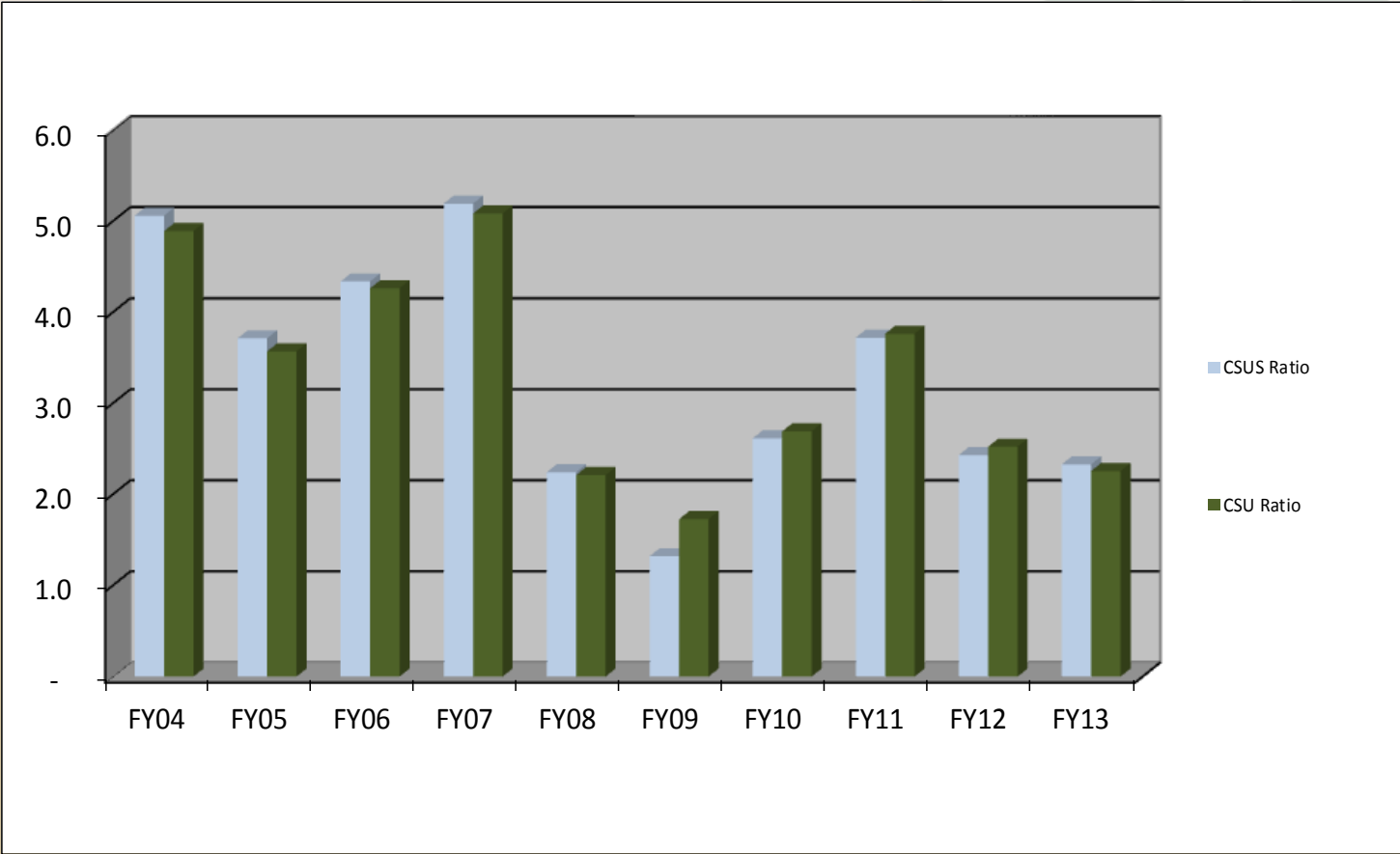
## Composite Financial Index (CFI)

Compilation of Primary Reserve, Viability, Return on Net Assets and Net Operating Revenue Ratios



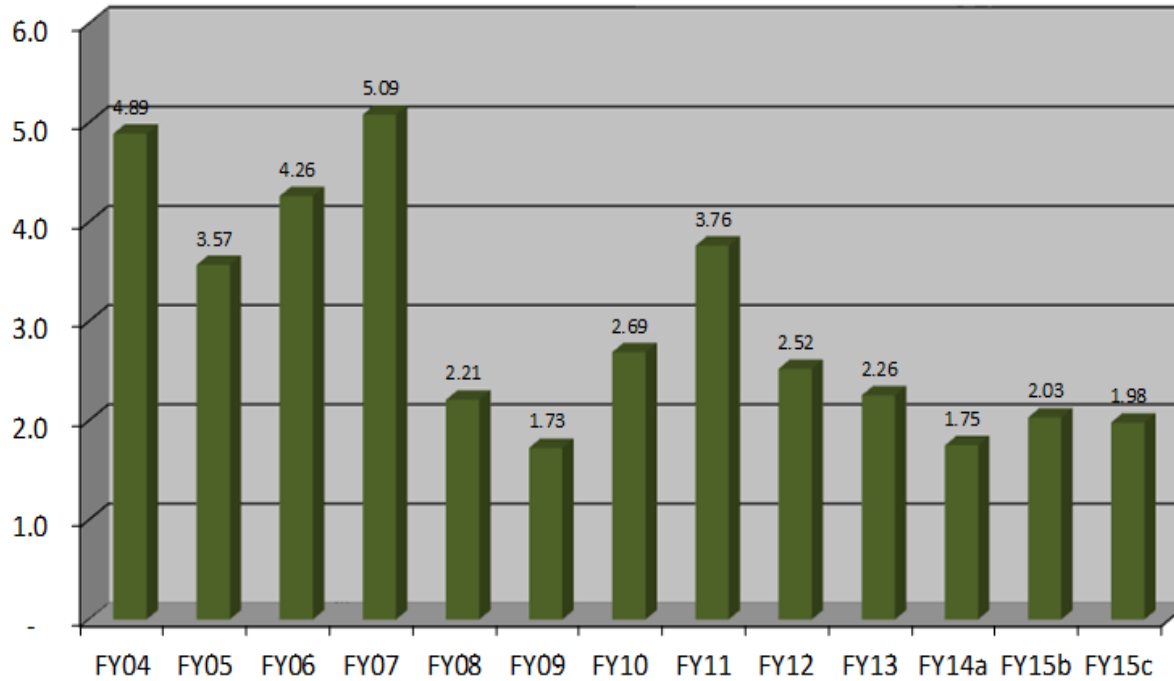
**Composite Financial Index (CFI)**

Compilation of Primary Reserve, Viability, Return on Net Assets and Net Operating Revenue Ratios



## Composite Financial Index (CFI) - CSU ONLY

Compilation of Primary Reserve, Viability, Return on Net Assets and Net Operating Revenue Ratios



FY14a - Assumes \$27M OPEB Transfer and reflects \$139M 2013E debt issuance

FY15b - No additional debt issued in FY 15

FY15c - Assumes \$82.5M debt issued relating to Biology and WCNR Buildings as well as classroom renovations

Colorado State University (CSU) and  
Colorado State University System  
Composite Financial Index Analysis  
Response to JBC Staff Review

**BACKGROUND:**

The *FY 2014-15 Staff Budget Briefing for the Department Higher Education*<sup>1</sup> addresses many of the issues facing Higher Education. The primary issue addressed within this document relates to the financial health of public higher education institutions in Colorado. In order to assess the status of each institution, the methodology described within the *Strategic Financial Analysis for Higher Education (Sixth Edition)* by Praeger, Sealy and CO., KPMG, and BearingPoint, 2005<sup>2</sup> was utilized in preparing the respective analysis. Following are excerpts from this document along with analyses relative to CSU.

The **Composite Financial Index (CFI)** is unique to higher education and is often used in strategic planning activities as well as in managing risk. The CFI is calculated using four commonly used ratios to form a composite score to help analyze the overall financial health of each institution. The four ratios utilized in formulating the CFI are analyzed further below. By combining the results of these four separate ratios into a single score, weaknesses that exist with a particular ratio can be offset by strength in one or more of the other three ratios. Since the CFI can only be used to measure the financial health of an institution's well-being other factors, such as enrollment growth and retention rates, should be analyzed in order to gain a more comprehensive perspective of the overall health of the institution. Non-financial data is relevant in discerning the differences that may exist between two institutions that have very similar CFI scores. As an example, if two institutions have identical CFI scores, but one is experiencing enrollment declines while the other is growing, the first institution is in a much weaker position than the second. Although a low CFI can be construed to indicate a weaker financial position, a high CFI cannot automatically be interpreted to mean a successful organization. When coupled with the lack of accomplishment towards mission related milestones, a very high CFI may actually indicate a less than desirable circumstance in that resources are not being optimally deployed.

The four-step process for calculating the CFI is to 1) compute the "raw" values for the four core ratios, 2) convert the resulting ratios to a common scale (**normalized – "strength factor"**), 3) apply a weight factor and 4) total the resulting four numbers to arrive at the CFI score. The normalized 'strength factors' for the four ratios, and the overall CFI, are on a scale that centers at +3, with that value representing a relatively stronger financial metric. The authors have chosen this scale so that:

1.0	=	very little financial health
3.0	=	the "normalized value", a relatively stronger position
10.0	=	the top score within range for an institution

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<sup>1</sup> Bickel, "FY 2014-15 Staff Budget Briefing for the Department of Higher Education", State of Colorado, December 3, 2013, [http://www.tornado.state.co.us/gov\\_dir/leg\\_dir/jbc/2013-14/hedbrf.pdf](http://www.tornado.state.co.us/gov_dir/leg_dir/jbc/2013-14/hedbrf.pdf).

<sup>2</sup> <http://www.praeger.com/Public/raihe6.pdf> A 7<sup>th</sup> edition (2010) is also available, but the key ratios have not changed.

Following is a brief description of each of the four ratios used in the CFI calculation including the 'raw' values, prior to the conversion to the common 'normalized' scale as well as their respective weight factor:

***Primary Reserve Ratio (.4x equates to coverage for 5 months of operations, weight 35%)***

"The Primary Reserve Ratio measures the financial strength of the institution by comparing expendable net assets to total expenses. Expendable net assets represent those assets the institution can access quickly and spend to meet its operating and capital requirements. This ratio provides a snapshot of financial strength and flexibility by indicating how long the institution could function using its expendable reserves without relying on additional net assets generated by operations."<sup>2</sup>

***Viability Ratio (1.25x annual debt service coverage, weight 35%)***

"The Viability Ratio measures one of the most basic determinants of clear financial health- the availability of expendable net assets (resources) to cover debt should the institution need to settle its obligations as of the balance sheet date."<sup>2</sup> "There is no absolute threshold that will indicate whether the institution is no longer financially viable. However, the Viability Ratio, along with the Primary Reserve Ratio discussed earlier, can help define an institution's "margin for error." As the Viability Ratio's value falls below 1:1, an institution's ability to respond to adverse conditions from internal resources diminishes, as does its ability to attract capital from external sources and its flexibility to fund new objectives. If an institution is in the middle of a major capital expansion program, this ratio may well fall to a lower level than an institution that is not. However, all institutions will have limits on how much debt is affordable; establishing targets and thresholds specific to the institution will be helpful in guiding decisions on affordability of debt."<sup>2</sup>

***Return on Net Assets Ratio (6% rate of return, weight 20%)***

"This ratio determines whether the institution is financially better off than in previous years by measuring total economic return (net income divided by net assets). A decline in this ratio may be appropriate and even warranted if it reflects a strategy to better fulfill the institution's mission. On the other hand, an improving trend in this ratio indicates that the institution is increasing its net assets and is likely to be able to set aside financial resources to strengthen its future financial flexibility."<sup>2</sup>

***Net Operating Revenues Ratio (4% operating surplus, weight 10%)***

This ratio is a primary indicator, explaining how the surplus (net income) from operating activities affects the behavior of the other three core ratios. A large surplus or deficit directly affects the amount of funds an institution adds to or subtracts from net assets, thereby affecting the Primary Reserve, the Return on Net Assets and the Viability ratios.

"In order to mitigate any significant fluctuations in the annual calculation of the CFI, such as significant investment gains or losses, the CFI may be calculated using a three-year rolling average. For example, the 2008 CFI would be the average of the CFI for 2006, 2007 and 2008, while the CFI for 2009 would be the average for 2007, 2008 and 2009."<sup>2</sup>

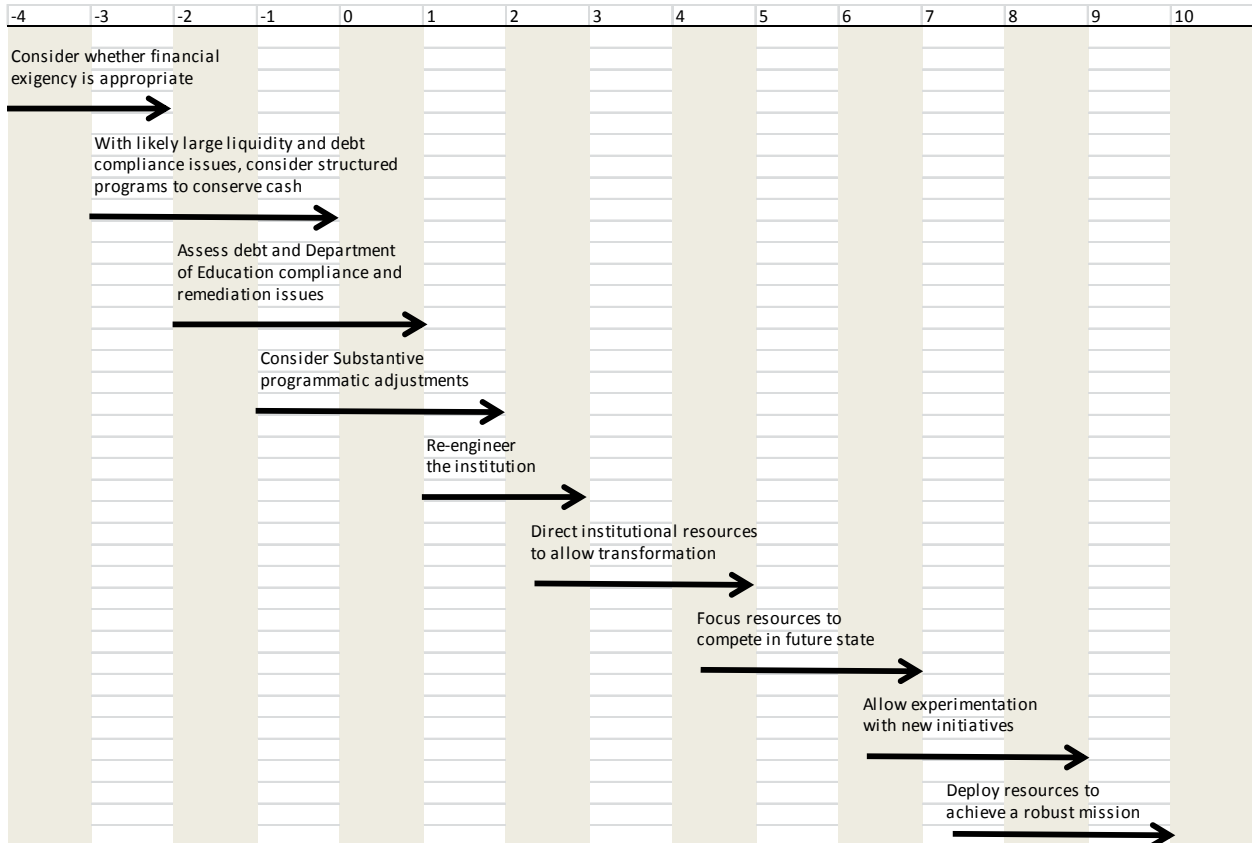
***Implications of the CFI***

"The scores listed in Figure 1.0 below do not have absolute precision; rather, they are indicators of ranges of financial health that can be markers of overall institutional well-being when combined with nonfinancial indicators. This would be consistent with the fact that there are a large number of variables that can impact an institution and influence the results of these ratios. An example would be if the measurement dates for the ratios, and ultimately the CFI, are in a period of extreme volatility, then the

resulting measure might not be reflective of the current state of the institution. The authors encourage institutions that are experiencing high volatility to consider recalculating these measures on a weighted or rolling-average basis.”<sup>2</sup>

“However, the ranges do have enough precision to be indicators of financial health, and the CFI as well as its trend line, over a period of time, can be the single most important measure of the institution’s financial health. Stated graphically in Figure 1.0, this scoring system may look like the following:”<sup>2</sup>

**FIGURE 1.0: SCALE FOR CHARTING CFI PERFORMANCE – Scoring Scale<sup>2</sup>**



**CALCULATIONS:**

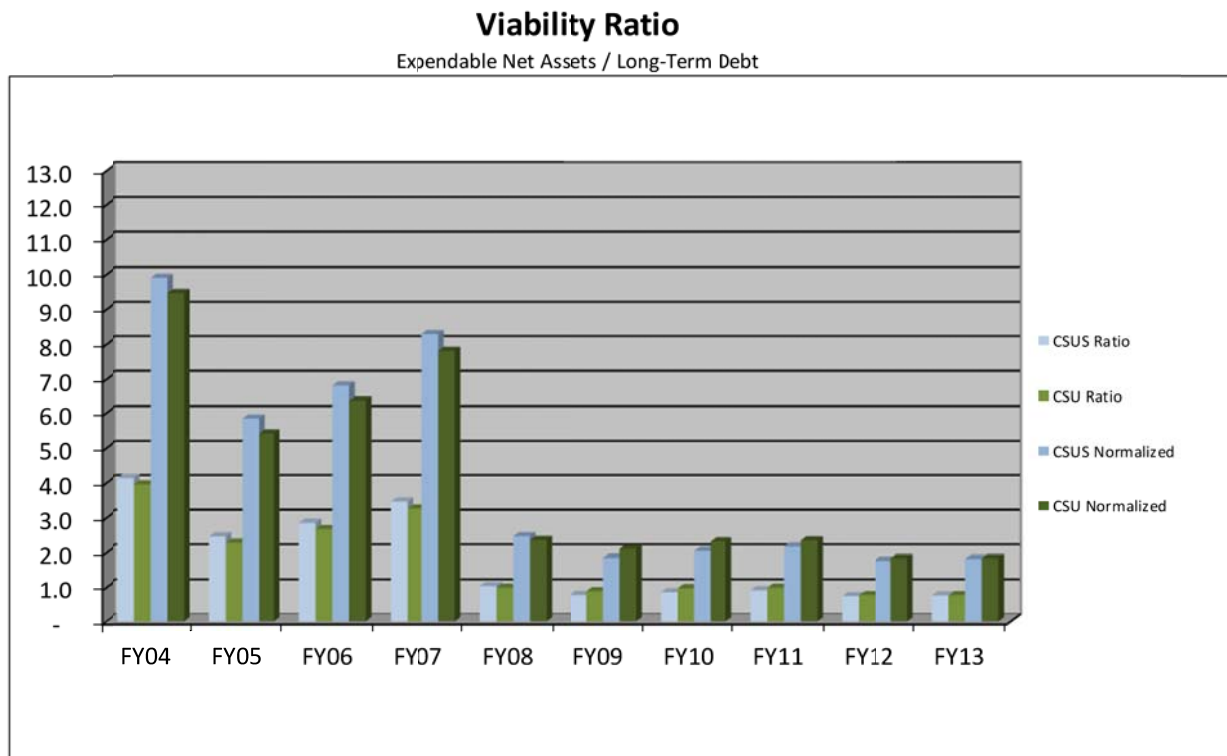
Given the nature of the entities comprising the Colorado State University System, depending upon the information available and required for reporting purposes, the CFI can be calculated based upon several combinations of these entities. When the CFI was calculated by the JBC Budget Analyst, Amanda Bickel, the data available as reported within our consolidated audited financial statements was utilized which comprises CSU, CSU Pueblo, CSU Global, CSU System and the CSU Foundation. Historically, in reporting the data to the Higher Learning Commission for CSU, the financial data for CSU has been combined with that of the CSU Foundation and the CSU Research Foundation. In addition, we can calculate the CFI for the entire System, which would comprise of all related entities noted above as well as the CSU Pueblo Foundation.

**FIGURE 2.0:** CSU Entities Included Within CFI Calculations

Entity	JBC	CSU	CSU	CSU
	Analyst	CSU	System	Pueblo
Colorado State University (CSU)	X	X	X	
Colorado State University - Pueblo (CSUP)	X		X	X
Colorado State University - Global (CSUG)	X		X	
Colorado Sate University System (CSUS)	X		X	
Colorado State University Foundation (CSUF)	X	X	X	
Colorado State University Research Foundation (CSURF)		X	X	
Colorado State University Pueblo Foundation (CSUPF)			X	X

**RATIOS:**

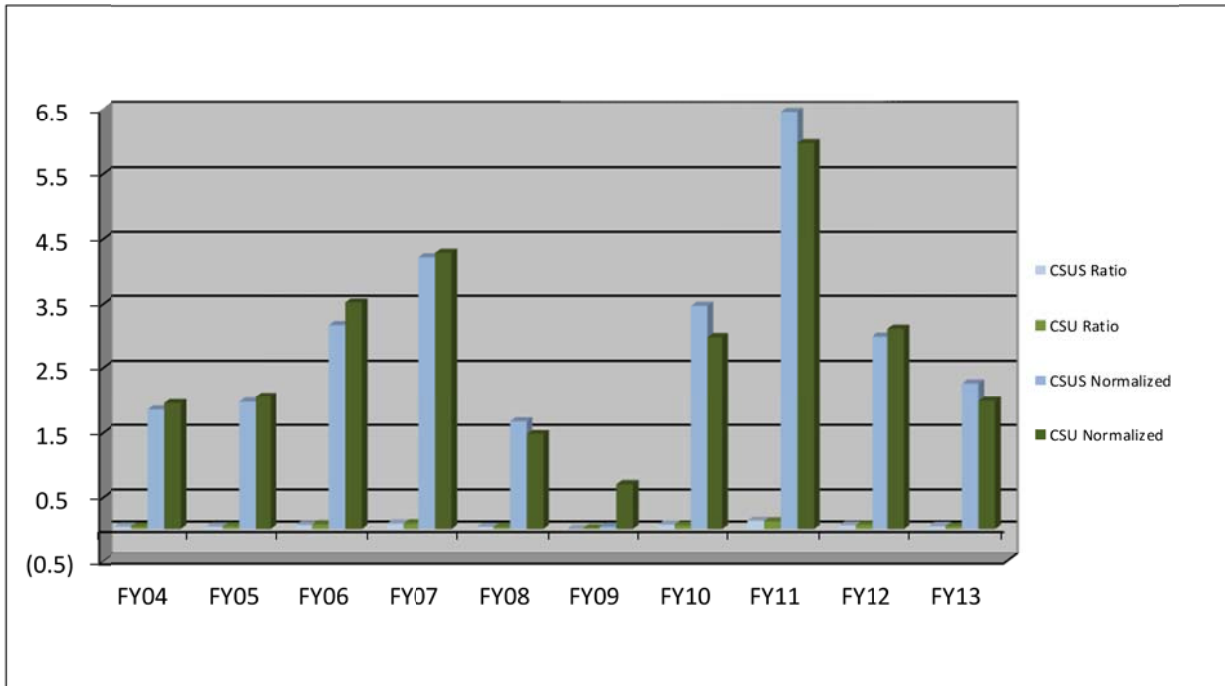
Following are the ratios for the CSU System (CSUS) and CSU for the prior ten years. The graphs include both the calculated ‘raw’ ratio (Ratio) and the ratio converted to the required common scale of 3 (Normalized) following conversion by the respective ‘strength factor’. Following the four ratios is the resulting CFI.





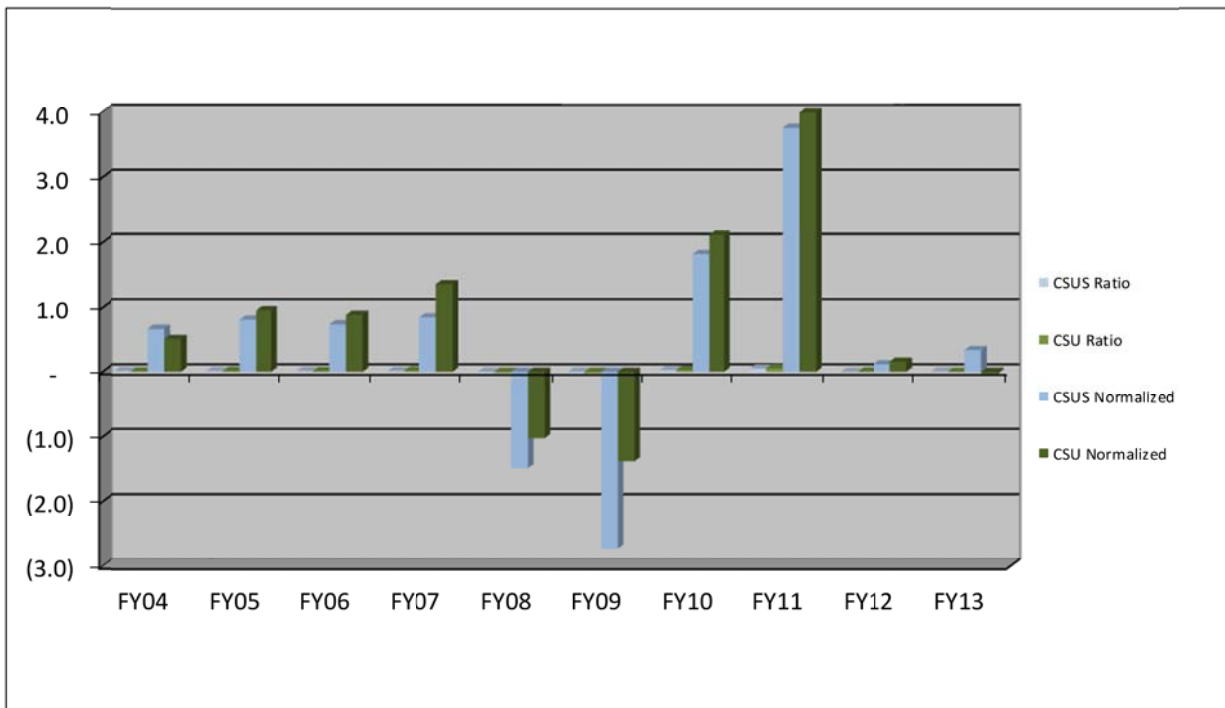
### Return on Net Assets Ratio

Change in Total Net Assets / Beginning Total Net Assets



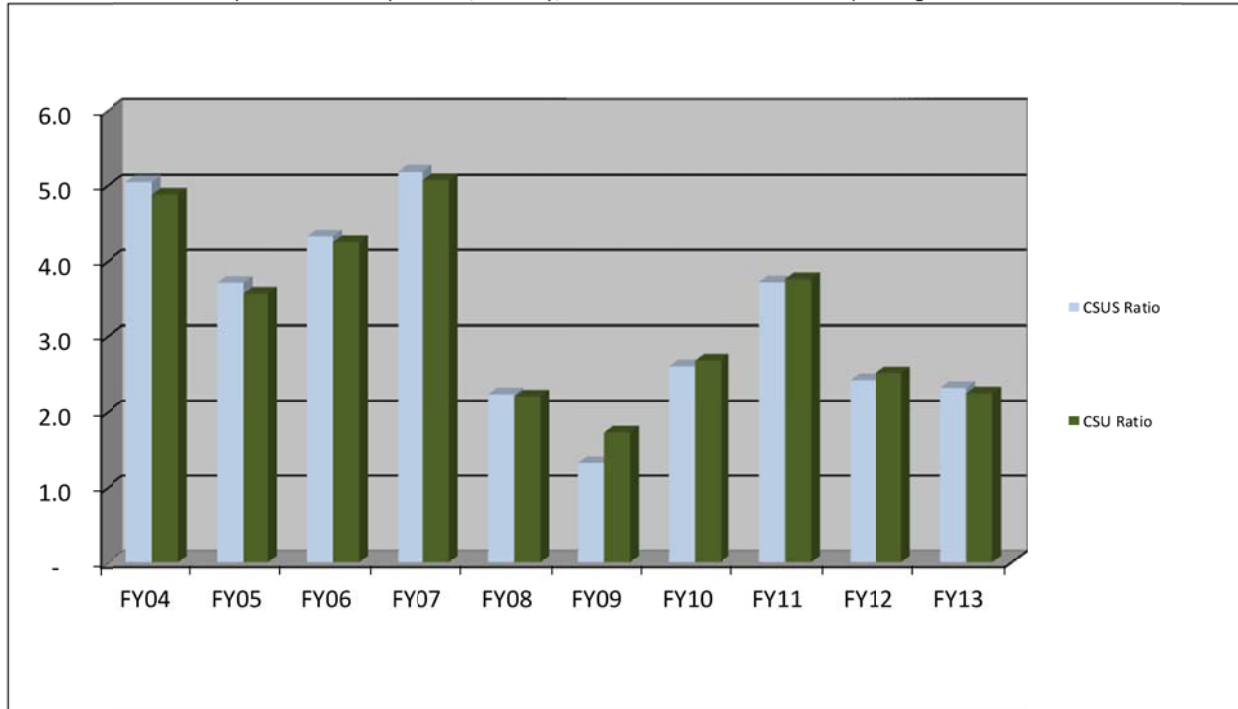
### Net Operating Revenue Ratio

Operating Income, Net Non-Operating Income (Expense) / Operating, Non-Operating Revenue



## Composite Financial Index (CFI)

Compilation of Primary Reserve, Viability, Return on Net Assets and Net Operating Revenue Ratios



### **ANALYSIS:**

**JBC Analysis** - The primary take-away from the JBC Analyst’s assessment of the respective financial health of an institution of higher education is that a CFI of 3.0 is considered indicative of moderate financial health and anything below this is a sign of financial weakness. However, based upon the data included within Figure 1.0 above and discussed throughout the *Strategic Financial Analysis of Higher Education* document, a CFI of 3.0 for a public institution of higher education should be considered a strong indication of financial health. An institution with a CFI in the range of 1.0 to 3.0 should consider re-engineering the institution while an institution with a CFI in the range of 2.5 to 5.0 should deploy resources to allow for transformation. Re-engineering and transformation require deployment of resources, which is consistent with the path that CSU is currently on.

**Primary Reserve Ratio** – This ratio has remained relatively consistent over the years. The results for CSU closely follow the economic conditions of the State of Colorado and U.S.

**Viability Ratio** – The drop in this ratio is directly related to the \$200M+ debt issue that was sold in August of 2007. Since that time, this ratio has remained relatively constant.

**Return on Net Assets** – This ratio is basically the current year net income divided by the net assets at the beginning of the year. Given that this ratio is reliant upon one year of operating activity, it is much more susceptible to annual fluctuation. If averaged over a three-year period, this ratio would be much more stable.

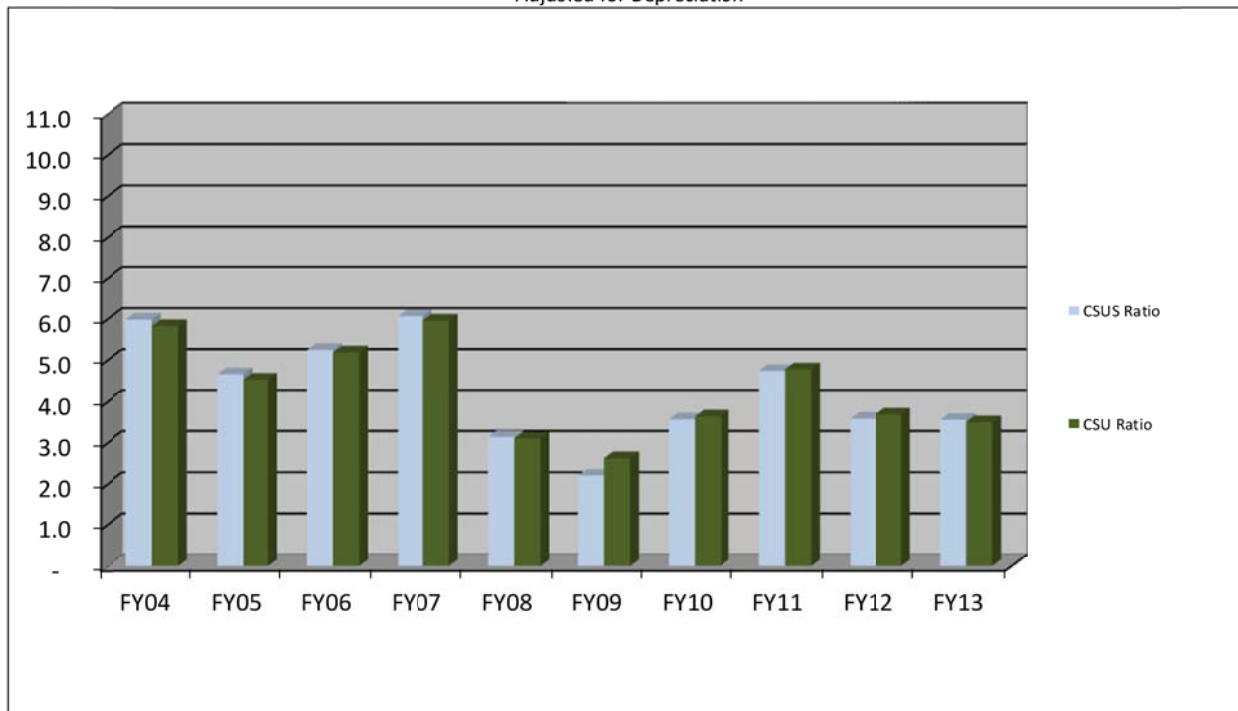
**Net Operating Revenue Ratio** – This ratio by far is the most volatile as it relies solely upon the operating results of the respective year. The ratio is based upon the current year’s net income divided by the

current year’s total revenue resulting in more of a measurement of expenditure control. CSU’s philosophy to budgeting and resource deployment is heavily weighted towards utilizing resources to further mission related activities than towards storing resources up or saving for future use.

In addition to the impact of the resource deployment philosophy noted above, an additional factor resulting in a significant impact on this ratio is non-cash related expenditures. The University’s largest non-cash related expenditure is depreciation which is growing significantly each year due to of the investment in capital assets. Following is the CFI ratio recalculated with depreciation expense removed for each of the years presented.

### Composite Financial Index (CFI)

Compilation of Primary Reserve, Viability, Return on Net Assets and Net Operating Revenue Ratios  
Adjusted for Depreciation

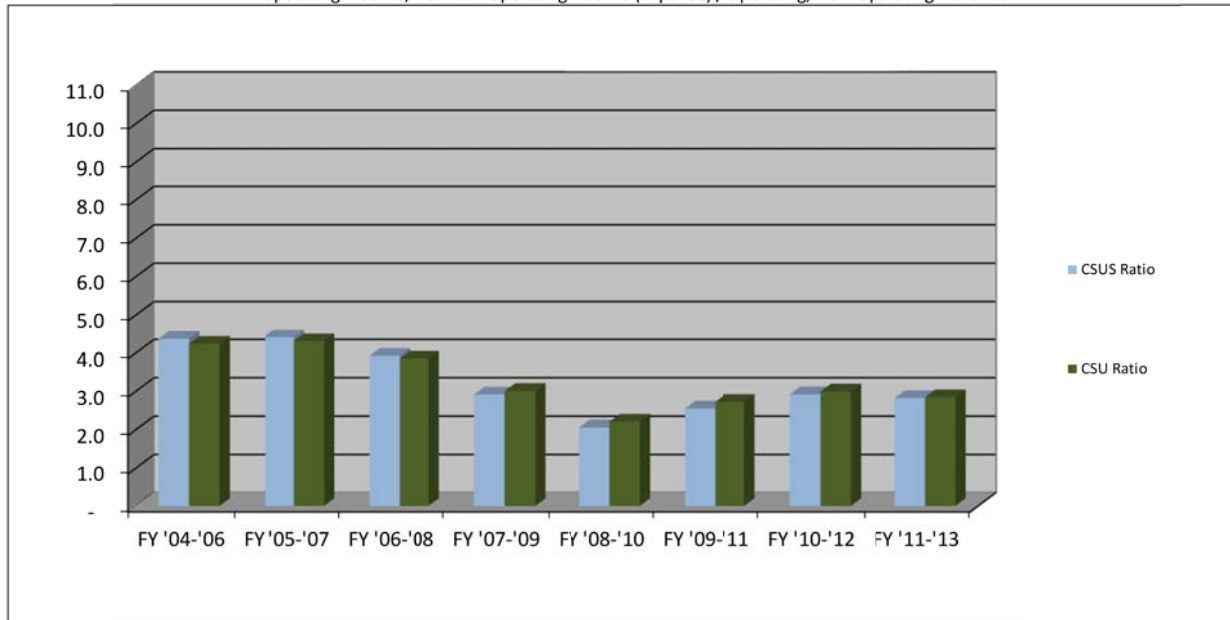


The improvements that occur by factoring out depreciation expense are significant enough to result in a CFI above 3.0 for FY 12 and FY 13.

The Return on Net Assets and Net Operating Revenue Ratios tend to be more volatile on a year-to-year basis due to their reliance upon one year’s operating results. Below is the CFI ratio when calculated on a 3-Year Rolling Average (no adjustment for depreciation):

## Composite Financial Index (CFI) 3-Year Rolling Average

Compilation of Primary Reserve, Viability, Return on Net Assets and Net Operating Revenue Ratios  
Operating Income, Net Non-Operating Income (Expense) / Operating, Non-Operating Revenue

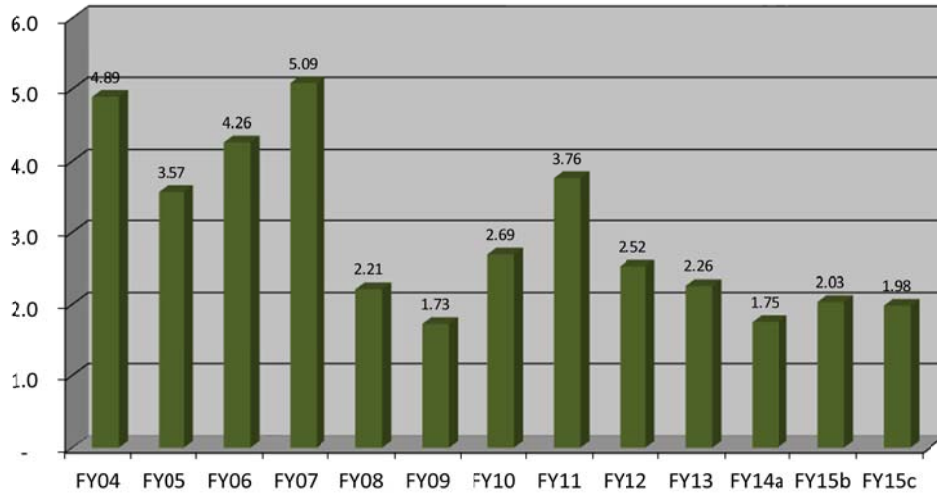


### **FUTURE IMPLICATIONS:**

- Although there is no set guidance on what the right amount is to invest in annual facilities renovation and renewal projects, i.e. funding depreciation expense, there is logic in deploying resources towards these endeavors. The literature suggests that an investment in facilities similar to that of an expected endowment return, say 5%, would be reasonable. From a financial reporting perspective, in order for these projects to result in a positive impact on the CFI and related ratios, the projects must meet the capitalization test. This test for CSU requires that the project cost \$50,000 or more and extend the useful life of the respective asset, increase square footage, change the use of the space or replace a critical system (roof, A/C system, etc).
- The potential movement of CSU assets relating to certain benefit plans will result in a negative impact on three of the four ratios. The ratio not impacted by such a change is the Net Operating Revenue Ratio. The impact of this transfer is demonstrated further in the projected CFI rates for CSU below.
- In December of 2013, CSU issued approximately \$139M in bonds and is exploring the possibility of issuing additional bonds in the amount of \$82.5M. Based upon current plans, these bonds would support a new Biology building; provide partial support for an addition to the WCNR building as well as provide resources for additional classroom renovations. The impact of such actions on the CFI for CSU is depicted below.

## Composite Financial Index (CFI) - CSU ONLY

Compilation of Primary Reserve, Viability, Return on Net Assets and Net Operating Revenue Ratios



FY14a - Assumes \$27M OPEB Transfer and reflects \$139M 2013E debt issuance

FY15b - No additional debt issued in FY 15

FY15c - Assumes \$82.5M debt issued relating to Biology and WCNR Buildings as well as classroom renovations

# Agenda Item #5: Financial Aid and Enrollment



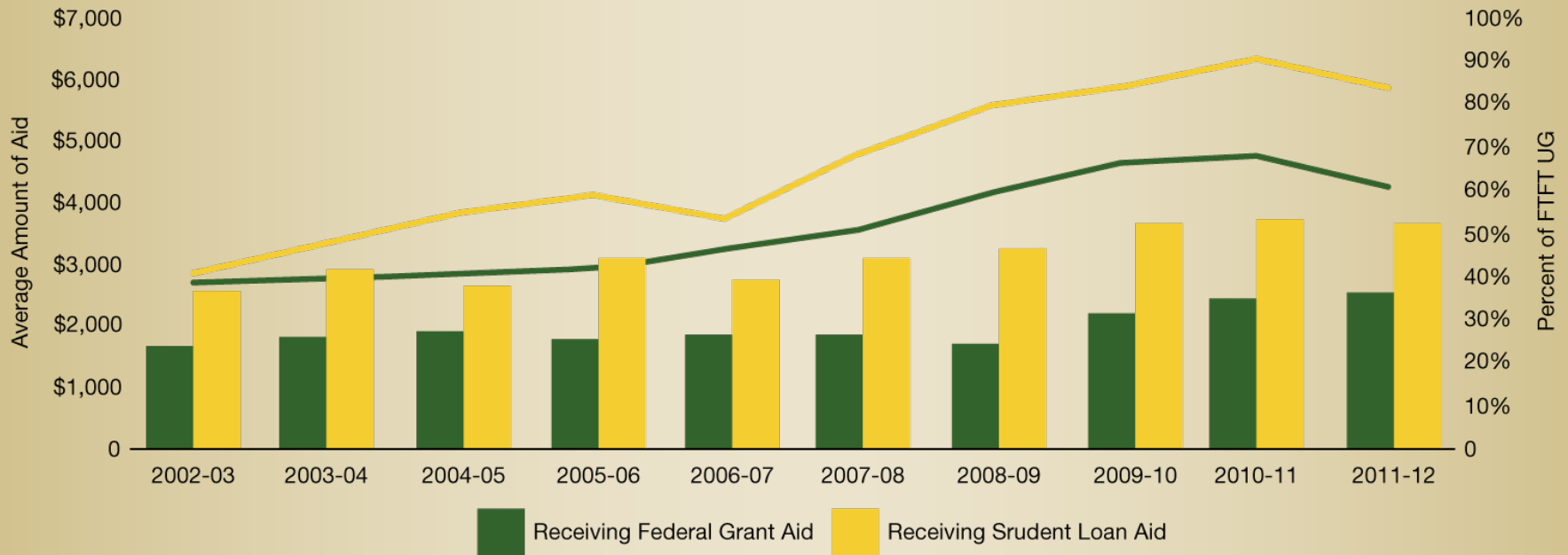
# Financial Aid and Enrollment

CSU-Fort Collins

2014 Board of Governors Retreat



### Financial Aid to First-Time, Full-Time (FTFT) Undergraduates at CSU

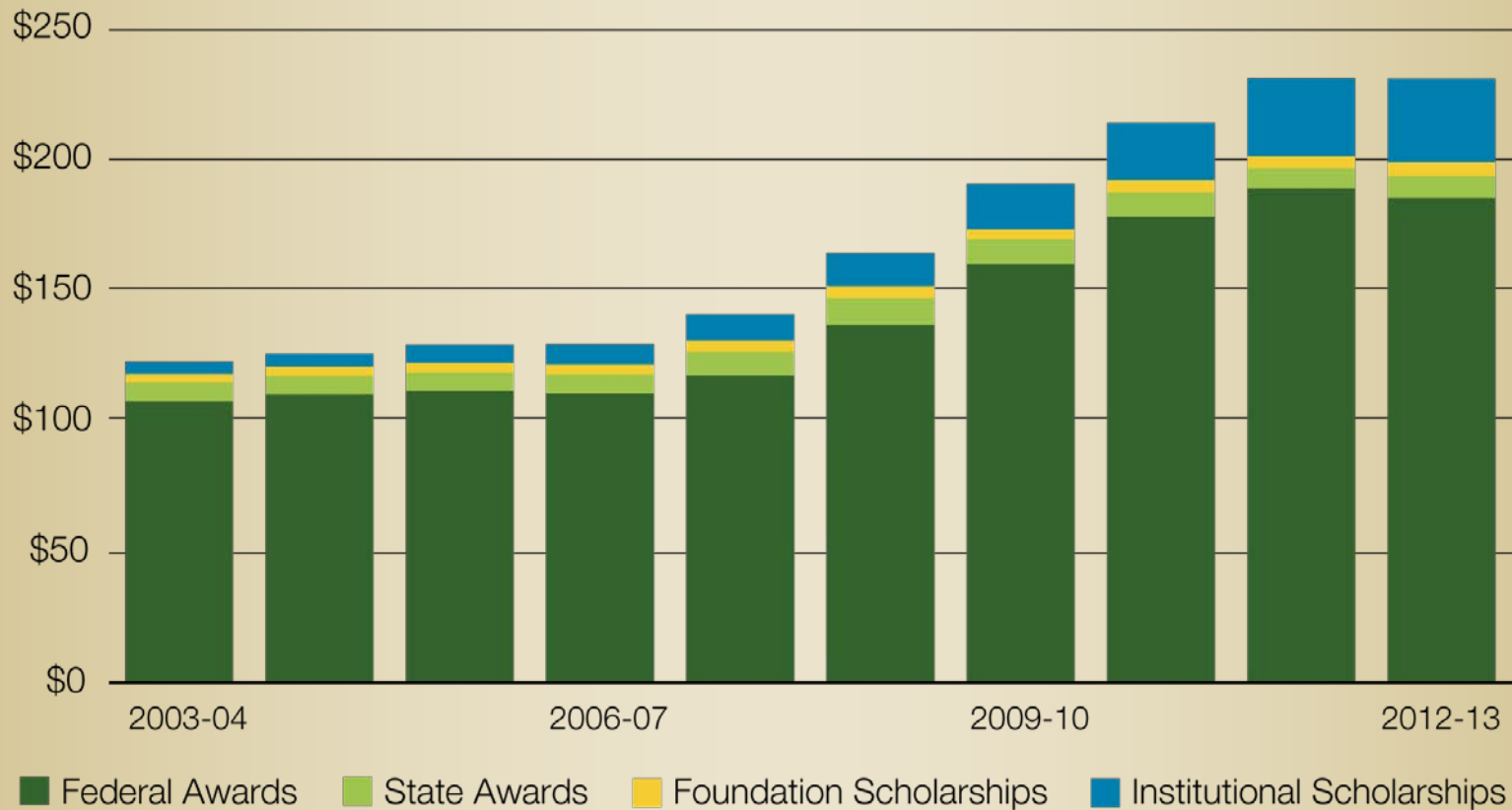


The bars represent the percent of FTFT undergraduates receiving aid; the lines represent the average aid received by those students.



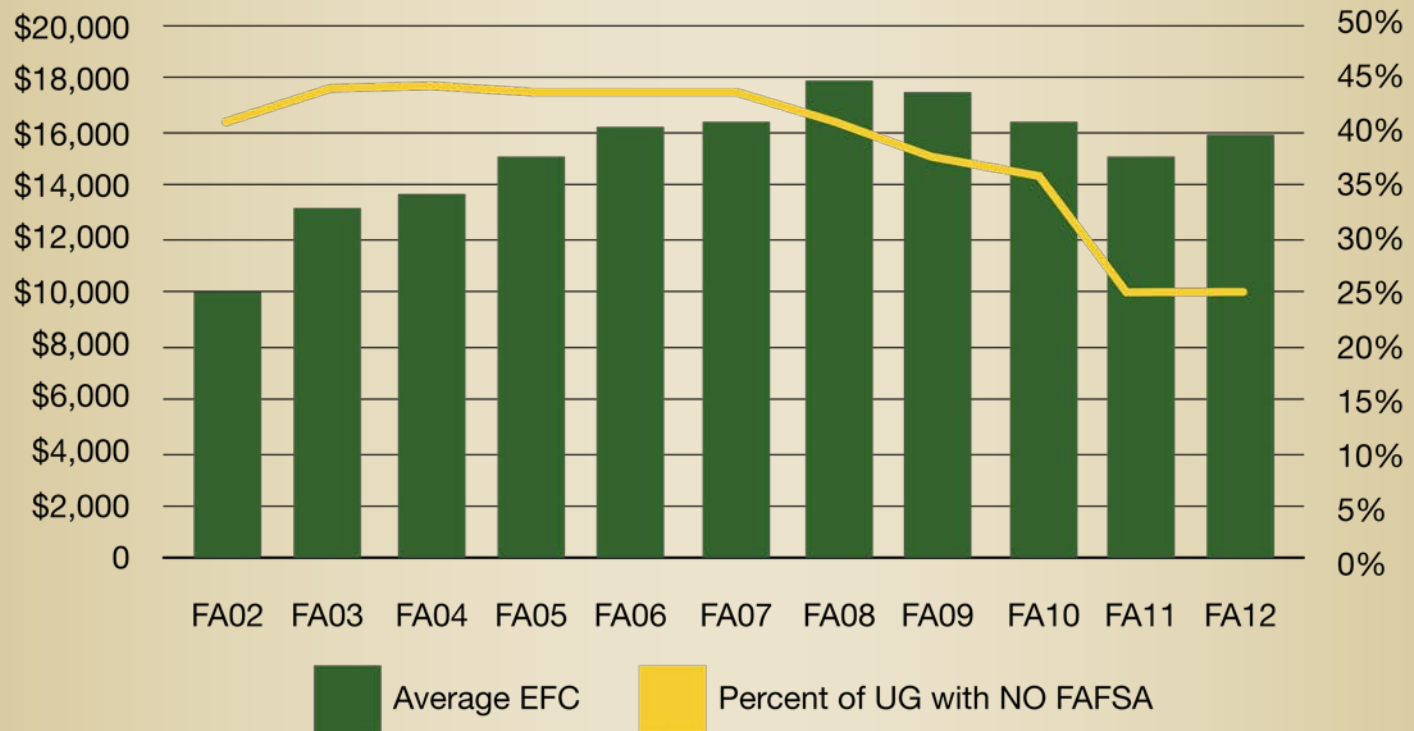


## History of Financial Aid Awarded to Students (in Millions)



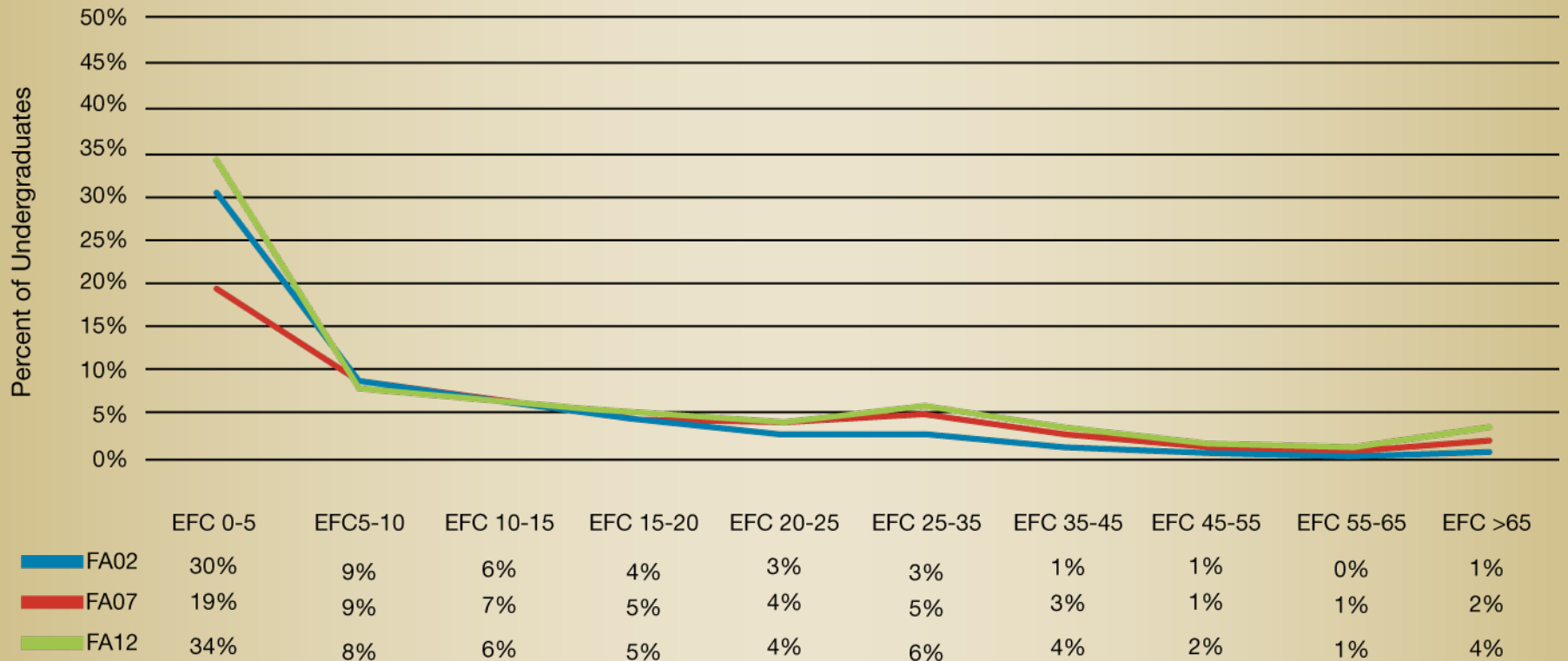


### Average Undergraduate EFC





## Percent of Undergraduates by EFC Grouping





## Resident Regrets in Colorado

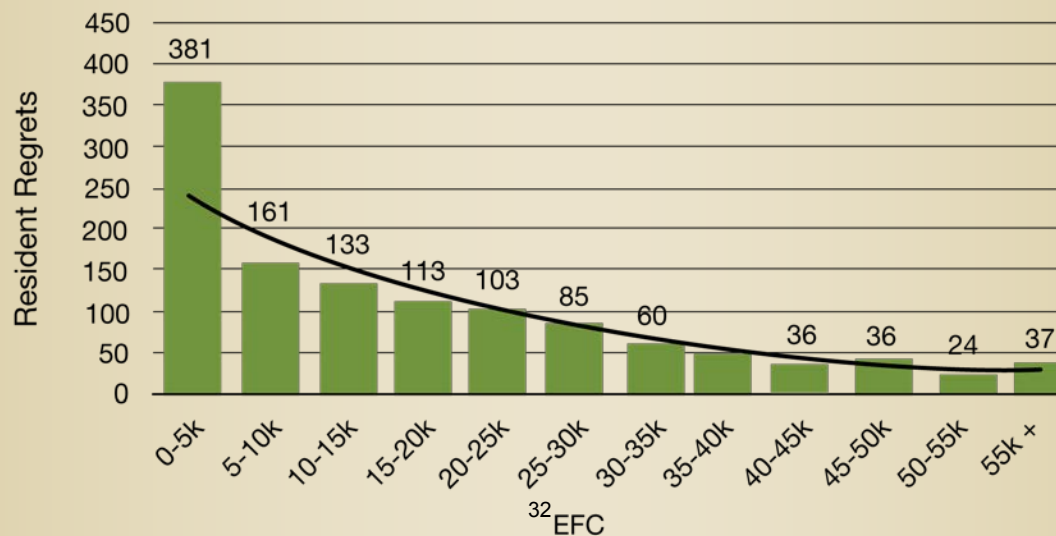
(N = 2183 -Fall 2011; N = 2104 -Fall 2012; N = 2150 -Fall 2013)

	Fall 2011	Fall 2012	Fall 2013
University of Colorado, Boulder	950 (43.5%)	937 (44.5%)	998 (46.4%)
University of Northern Colorado	193 (8.8%)	175 (8.3%)	162 (7.5%)
University of Denver	132 (6.0%)	136 (6.5%)	126 (5.9%)
University of Colorado, Colorado Springs	134 (6.1%)	107 (5.1%)	113 (5.3%)
Colorado School of Mines	107 (4.9%)	111 (5.3%)	111 (5.2%)
University of Colorado, Denver	101 (4.6%)	90 (4.3%)	106 (4.9%)
Colorado Mesa University	82 (3.8%)	70 (3.3%)	96 (4.5%)
Metropolitan State University of Denver	81 (3.7%)	78 (3.7%)	82 (3.8%)
Front Range Community College	54 (2.5%)	74 (3.5%)	58 (2.7%)
Totals	1,834	1,778	1,852

## Resident Regrets by EFC and School

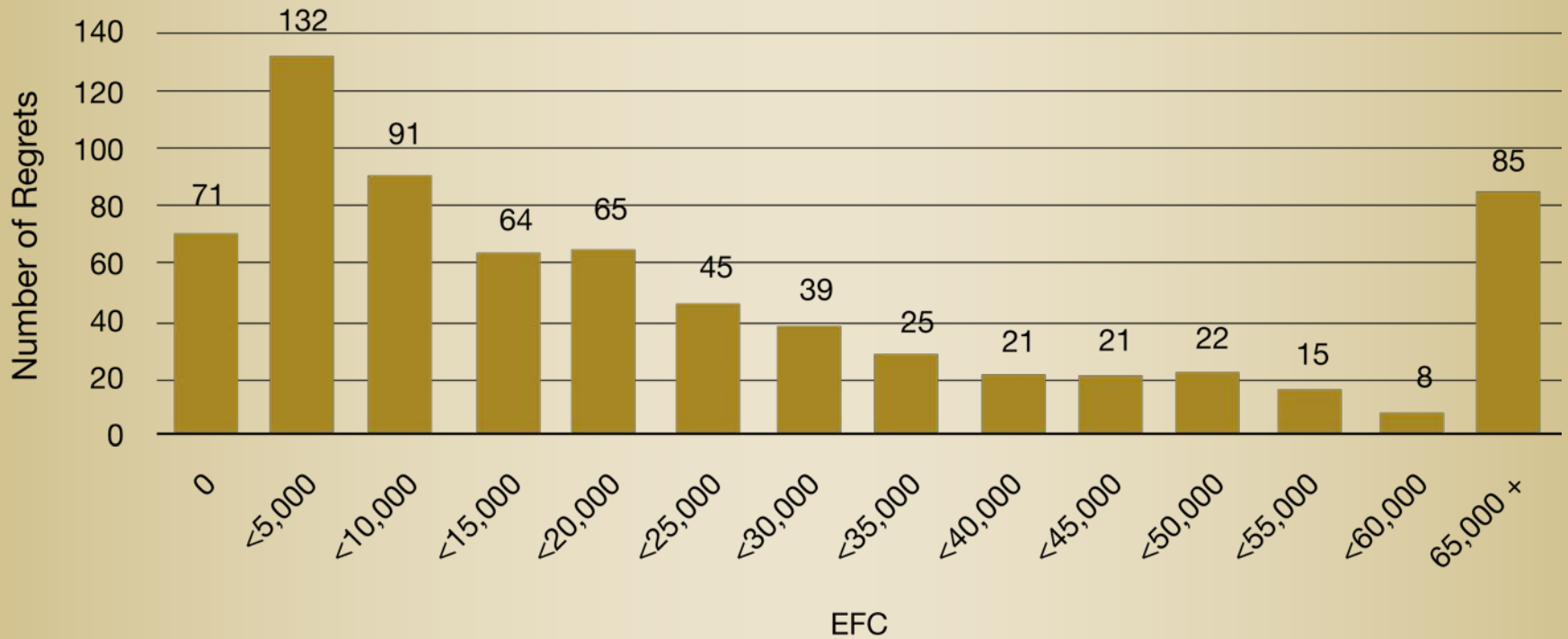
School	0-5k	5-10k	10-15k	15-20k	20-25k	25-30k	30-35k	35-40k	40-45k	45-50k	50-55k	55-60k	60k+
Colorado Mesa University	22	9	7	8	6	6	2	4	2	1	0	4	4
Colorado School of Mines	26	7	4	3	5	5	4	2	1	3	3	2	10
Fort Lewis College	5	4	1	2	1	2	5	1	0	1	0	0	4
Front Range Community College	10	2	4	3	5	2	5	1	1	0	1	0	7
Metropolitan State University of Denver	14	4	8	2	6	4	1	0	3	2	0	0	10
Regis University	9	4	4	1	3	1	0	2	1	1	1	0	4
University of Colorado Denver	23	9	7	5	6	7	3	4	3	1	3	0	12
University of Colorado Colorado Springs	15	9	7	5	5	2	7	2	1	2	0	1	13
University of Denver - Colorado	28	7	11	11	8	8	1	4	1	2	1	2	8
University of Northern Colorado	24	15	16	8	12	9	4	6	2	1	0	4	16
<b>CU Boulder</b>	<b>203</b>	<b>91</b>	<b>64</b>	<b>65</b>	<b>46</b>	<b>39</b>	<b>28</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>15</b>	<b>6</b>	<b>85</b>
% of regrets in this fiscal category going to CU-B	53.6%	56.5%	48.1%	57.5%	44.7%	45.9%	46.7%	44.7%	58.3%	61.1%	62.5%	31.6%	49.1%

### FA13 RESIDENT REGRETS



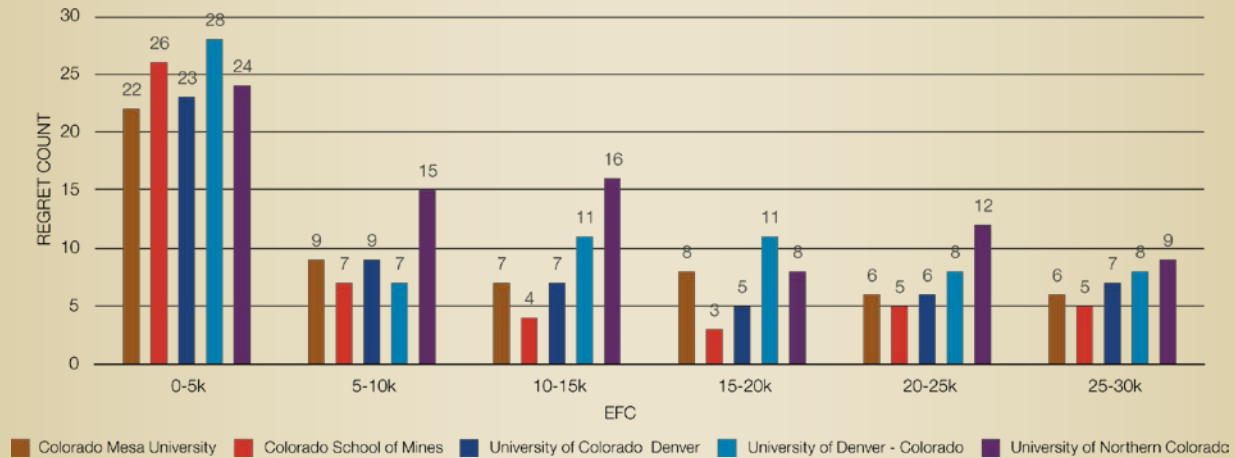


## University of Colorado-Boulder Regrets EFC (RES)

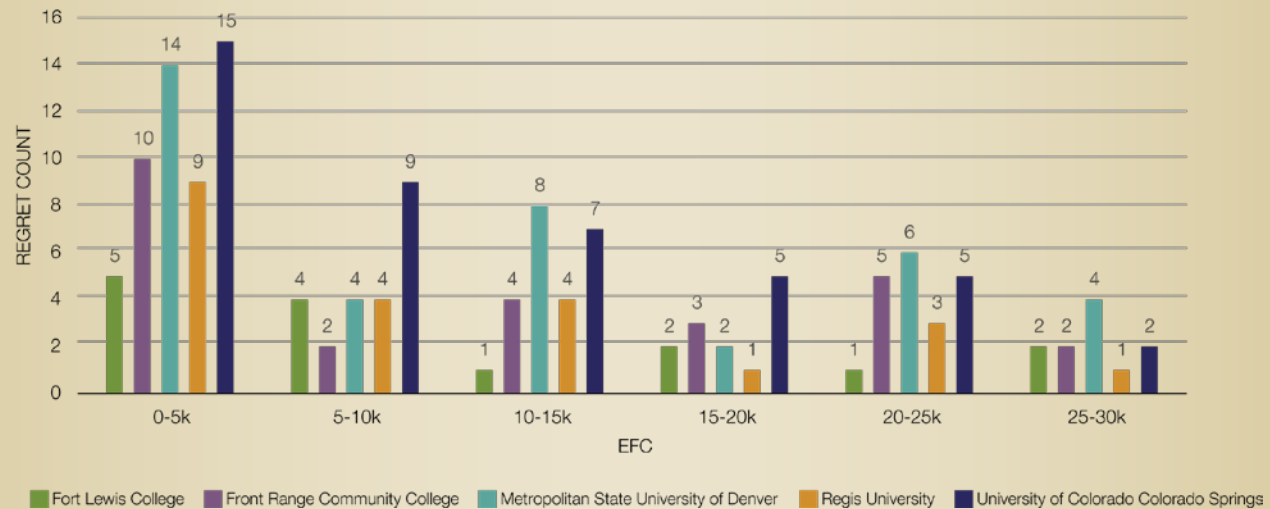




### CSU FA13 RESIDENT REGRETS



### CSU FA13 RESIDENT REGRETS





# Conclusion

- Commitment to Colorado
- CU-Boulder
- Limited Enrollment Impact to Date
  - Price Relative to National Market
  - Student Loans



# Agenda Item #6: Student Fees

**DRAFT COLORADO STATE UNIVERSITY**

**FY15 PROPOSED STUDENT GENERAL FEES - SFRB TF**

Department	FY14 Current Fee Per Semester	FY15 Mandatory Fixed Cost Expense Increase	FY15 Operating Expense Increase	FY15 Proposed Fee Increase/Decrease	FY15 Proposed Fee Per Semester	FY15 Proposed Percentage Increase/Decrease	Reason(s) for Proposed Operating Increase/Decrease
Adult Learner and Veteran Services	\$ 6.52	0.24	-	0.24	\$ 6.76	3.68%	
Associated Students of Colorado State University (ASCSU)	37.80	-	5.20	5.20	43.00	13.76%	Total Transfort proposal of \$750K for Campus Circulator, Increased Service to Students and Transfort Passes to all employees. Possible proposal: students fee to cover 1/3 or \$250K.
<b>Athletics:</b>							
Operations	102.97	4.64	-	4.64	107.61	4.51%	
Debt Service	3.00	-	-	-	3.00	0.00%	
Facilities Construction	2.07	-	-	-	2.07	0.00%	
<b>Campus Recreation:</b>							
Recreational Sports	16.07	-	-	-	16.07	0.00%	
Student Recreation Center	63.41	1.62	-	1.62	65.03	2.55%	
Debt Service	56.97	-	-	-	56.97	0.00%	
<b>Career Center</b>	28.23	1.29	-	1.29	29.52	4.57%	
<b>Committee for Disabled Student Accessibility</b>	0.48	-	-	-	0.48	0.00%	
<b>Conflict Resolution &amp; Student Conduct Services</b>	4.78	0.17	2.19	2.36	7.14	49.37%	Coordinator for new Diversion Program & Assisting with Conflict Resolution cases and Assistant Director
<b>CSU Health Network:</b>							
Hartshorn Health Service	148.00	7.06	-	7.06	155.06	4.77%	
University Counseling Center	40.44	1.58	-	1.58	42.02	3.91%	
<b>Lory Student Center:</b>							
Operations	95.50	3.31	-	3.31	98.81	3.47%	
Facilities Construction/Renovation	6.21	-	70.00	70.00	76.21	1127.21%	\$70 increase endorsed by SFRB two years ago for Lory Student Center renovation.
Association for Student Activity Programming	9.21	0.09	-	0.09	9.30	0.98%	
<b>Off-Campus Life</b>	5.12	0.21	-	0.21	5.33	4.10%	
<b>Interpersonal Violence, Response and Safety</b>	4.03	0.10	-	0.10	4.13	2.48%	
<b>School of the Arts Advisory Council</b>	10.92	0.49	-	0.49	11.41	4.49%	
<b>Student Leadership, Involvement &amp; Community Engagement</b>	16.46	0.50	-	0.50	16.96	3.04%	
<b>Student Legal Services</b>	6.38	0.22	-	0.22	6.60	3.45%	
<i>Subtotal</i>	\$ 664.57	21.52	77.39	98.91	\$ 763.48	14.88%	
<b>University Technology Fee</b>	20.00	-	5.00	5.00	25.00	25.00%	Generates increased funding of \$280K/yr for Wi-Fi annual refresh program
<b>University Facility Fee</b>	225.00	-	-	-	225.00	0.00%	See Note (1), increase to be approved in FY 14, implemented in FY 16.
<b>TOTAL</b>	\$ 909.57	21.52	82.39	103.91	\$ 1,013.48	11.42%	
<b>University Facility Fee</b>	\$15/credit hour						
(1) Requesting a approval for a per credit hour fee increase to be approved in FY 14 and implemented in FY 16 of \$7.50 to cover debt service as follows							
	Biology Building	\$ 6.80	75,000,000				
	Warner College of Natural Resources Addition	0.25	2,500,000				
	Classroom Renovations	0.45	5,000,000				
		\$ 7.50					

January 27, 2014

TO: Chancellor Martin  
Governor Flores, Audit and Finance Committee Chair

FROM: Tony Frank, President

RE: Student Fee Discussion

As you know, the Board of Governors will vote on student fees for next year as part of Colorado State University's overall budget package in May. I am providing the enclosed information in advance of that meeting to facilitate a full discussion of a potential fee package in advance of that meeting.

Since the economic downturn in 2009, we have worked with and supported our students in their efforts to limit increases in our student fees primarily to inflation. We're continuing with that same approach for most of our fee-funded programs next year, with the four exceptions highlighted here:

- \$5.20 increase (13%) in the ASCSU fee, to provide support for the proposed Campus Circulator and improved Transfort student bus routes. Total funds to be generated by this increase are estimated at \$250K, which will be added to the \$500K provided by the University Transportation Plan (more to come on this at a later date).
- \$2.19 increase (45%) for Conflict Resolution and Student Conduct Services – to support an additional coordinator position needed to manage the current conduct case load.
- \$7.50 per credit hour increase (50%) in the Facilities fee – This relates to the bonded debt we will be discussing at the Board of Governors meeting, for which supplemental materials are included in your Board books. While this increase would be approved this year, it wouldn't go into effect until FY16. We would delay implementation of this fee because the previously approved fee for the Lory Student Center remodel goes into effect in FY15. The facility fee increase in FY16 would mean an additional increment of \$112.50/semester for a student taking 15 credit hours.
- \$5 increase (25%) in the University Technology fee – This supports badly need upgrades in our wireless capacity and infrastructure, which are greatly stretched by the dramatic increase in wireless devices on campus, primarily used by students. Our students and faculty rely on wireless connectivity which is, at present, woefully insufficient.

With these increases, along with the inflation adjustments and the previously approved LSC Renovation Fee, the overall student fee rates for next year will increase from \$910/semester to

\$1,014/semester – an 11.4% increase that is heavily influenced by the Lory Student Center fee that phases in this year. Keep in mind that the Governor has authorized a 6 percent tuition increase for CSU next year; while our proposed tuition increase is 5 percent, this tuition and fee package taken together will result in an overall increase of 6.2% (not including the facility fee increase that will kick in in FY16).

We have been working closely with our student leadership to determine the level of support for this package, and have or will be meeting with the University Facilities Fee Advisory Board, the University Technology Fee Advisory Board, the Student Fee Review Board, and ASCSU as a whole. We will also discuss this proposal in our open planning and budget hearings this week.

As always, I am extremely sensitive to the cost burden we place on our students and any increases in those costs need to be sound, defensible, and in the best interest of our students and the state of Colorado. We believe these are good and important projects that meet this standard, but we want to ensure that the degree of student support is carefully factored into any final recommendation I'd make to you in May and that you have full information needed to support your decision and plenty of opportunity for questions and discussion.

C:     D. Horrell  
       B. Hughes  
       L. Johnson  
       R. Miranda  
       B. Mosher  
       R.Schweigert

# Agenda Item #7: CSU Global Campus Reserve Report for FY 2013

**Colorado State University - Global Campus**  
**Unrestricted Net Assets**  
**Excluding Compensated Absences**  
as of June 30, 2013

	June 30, 2013 Unrestricted Net Assets with Compensated Absences	June 30, 2013 Compensated Absences	June 30, 2013 Unrestricted Net Assets without Compensated Absences	Commitments & Encumbrances [1]	<b>Current Unrestricted Net Assets @ 06/30/2013</b>
<b>Education &amp; General Funds</b>					
Unrestricted Operating Fund	\$ 14,659,269	\$ 288,895	\$ 14,948,164	\$ 10,600,000	\$ 4,348,164
<b>Education &amp; General Subtotal</b>	<b>\$ 14,659,269</b>	<b>\$ 288,895</b>	<b>\$ 14,948,164</b>	<b>\$ 10,600,000</b>	<b>\$ 4,348,164</b>
<hr/>					
Total Unrestricted Net Assets before adjustments	\$ 14,659,269	\$ 288,895	\$ 14,948,164	\$ 10,600,000	\$ 4,348,164
GASB 31 Adjustment for Unrealized Gain on Investments	\$ 2,650		\$ 2,650		\$ 2,650
<b>TOTAL UNRESTRICTED NET ASSETS</b>	<b>\$ 14,656,619</b>	<b>\$ 288,895</b>	<b>\$ 14,945,514</b>	<b>\$ 10,600,000</b>	<b>\$ 4,345,514</b>

**Notes:**

[1] Commitments & Encumbrances includes \$1.5 million for the CSU Venture Fund and \$9.1 million as part of the accepted Higher Learning Commission financial viability strategy of maintaining a minimum of 15% or 3 months of annual expenses as a reserve.

# Agenda Item #8: CSU-Pueblo Budget Discussion

MATTERS FOR ACTION:

Approval of a revised FY 2013-2014 E&G Operating Budget for CSU-Pueblo.

RECOMMENDED ACTION:

MOVED, that the Board of Governors approves a revision to the budget for FY 2013-2014 for CSU-Pueblo as presented and discussed in the Finance Committee meeting and board retreat on February 12 and 13, 2014, to include a transfer of monies from funds of the Board to balance the CSU-Pueblo budget for FY 2014.

FURTHER MOVED: The Chancellor is authorized to transfer funds of the Board, not to exceed \$5,000,000, to CSU-Pueblo to balance the CSU-Pueblo budget for FY 2013-2014.

EXPLANATION:

Presented by Chancellor Martin, President Di Mare and Richard Schweigert, Chief Financial Officer of the Board of Governors.

On May 3, 2013, the Board approved operating (E&G) budgets for all campuses including CSU-Pueblo covering FY 2013-2014. At that time, the CSU-Pueblo budget projected a net operating loss of \$3.0 million. This budget was based in part on a number of aspirational assumptions that have proven to be unachievable in the current economy. It has now been determined that the net operating loss for CSU-Pueblo will be greater than originally projected.

It is recommended that the Chancellor be delegated the authority to transfer Board funds in order to assist CSU-Pueblo in balancing its budget for FY 2014 not to exceed \$5.0 million. The CSU System and the CSU-Pueblo administration are taking actions to reduce expenses effective in FY 2015 by \$3.3 million in an attempt to correct the structural deficit and present a balanced budget.

This item is recommended by the Board of Governors Finance Committee.

\_\_\_\_\_  
Approved

\_\_\_\_\_  
Denied

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date



To University colleagues, students, and community leaders,

Attached please find the most recent CSU-Pueblo E&G Budget Fund model. The model displays three years of data containing the following:

1. Actual revenues and expenditures from FY2013
2. Estimated revenues and expenditures for FY2014 (based on projected revenues and projected expenses)
3. FY2015 Original Forecast

For the original FY15 forecast, it is important to note that the estimated E&G budget is built on a few key assumptions:

1. No change in enrollment levels (no increase or decrease)
2. A 6% tuition increase
3. Increases in the tuition differential rates (increase to \$60 for undergraduate programs and increase to \$120 for graduate programs); and
4. A 4.5% salary increase for Classified Staff

Even with the support from the CSU System in FY2013 and FY2014, an estimated shortfall of \$3.3 million exists in FY2015. With the cuts recently approved, the FY2015 (as adjusted) will be in balance.

Please note, that the FY2015 forecast is not a final budget. The final budget for FY15 will require a vote of approval by the Board of Governors (by June 2014). This vote of approval will establish spending levels along with tuition rates that CSU-Pueblo can assess to their students in FY15. By that time, the state support for all Higher Education institutions will have been determined in the Long Bill by the Colorado General Assembly, and CSU-Pueblo will have a more precise vision of where the budget will be in FY15.

The Education and General (E&G) fund model displays three years of data:

- (1) Actual revenues and expenditures from Fiscal Year 2013;
- (2) Estimated revenues and expenditures for FY 2014 (based on projected revenues and projected expenses).
- (3) FY 2015 Original Forecast.

It is important to note that the estimated E & G budget for FY2015 is built on a few key assumptions:

- (a) no change in enrollment levels (no increase or decrease);
- (b) a 6% tuition increase;
- (c) increases in the tuition differential rates (increase to \$60 for undergraduate programs and increase to \$120 for graduate programs); and
- (d) a 4.5% salary increase for classified staff.

The actual budget for FY2015 will require a vote by the Board of Governors (by June 2014). This vote will establish spending levels, and it will establish tuition rates that CSU-Pueblo can charge students in FY2015. By then, the state support for all higher education institutions will have been established in the Long Bill by the Colorado General Assembly.

<b>CSU-PUEBLO Education and General (E&amp;G) Fund</b>					
	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015 Original</b>	<b>FY2015</b>	<b>FY2015</b>
<b>E &amp; G Revenue</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Adjustments</b>	<b>Forecast</b>
State Support (COF, FFS)	11,771,356	11,760,000	12,960,000		12,960,000
Resident Tuition	21,440,117	20,490,896	22,430,904		22,430,904
Differential Tuition	818,409	858,178	1,922,280		1,922,280
Non-Resident Tuition	6,882,936	6,490,852	6,687,012		6,687,012
Program/Course/Department Fees	199,006	187,051	187,051		187,051
Student Tech Fees	711,025	698,588	698,588		698,588
Miscellaneous Fees	308,558	308,558	308,558		308,558
Investment/Interest Revenue	18,191	18,193	18,193		18,193
Miscellaneous Revenue	312,642	312,642	312,642	131,793	444,435
Gifts	0	23,163	23,163		23,163
Indirect Cost Recoveries	198,092	198,092	198,092		198,092
CSU-Pueblo Reserves	1,645,978	500,000	974,689		974,689
<b>Total E &amp; G Revenue</b>	<b>44,306,310</b>	<b>41,846,213</b>	<b>46,721,173</b>	<b>131,793</b>	<b>46,852,966</b>

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015 Original</b>	<b>FY2015</b>	<b>FY2015</b>
<b>E &amp; G Expense</b>	<b>Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Adjustments</b>	<b>Forecast</b>
Instruction	20,186,515	20,830,953	21,743,965	(1,454,508)	20,289,457
Academic Support	4,634,051	5,078,178	5,287,534	(79,155)	5,208,379
Student Services	5,471,995	5,615,761	6,738,664	(353,378)	6,385,286
Institutional Support	3,753,457	4,459,116	4,674,070	(309,566)	4,364,504
Operation of Plant (Facilities)	6,406,004	5,314,928	5,726,534	(492,972)	5,233,562
Scholarships /Institutional Aid	4,376,291	4,375,132	4,675,132	(60,000)	4,615,132
Public Service	54,034	55,494	57,208	0	57,208
Research	235	175,235	175,235	0	175,235
Bad Debt	488,269	434,813	434,813	0	434,813
Other Non-Operating REV/EXP	403,546	0	0	0	0
Transfers To/From Gov Board	531,913	531,913	531,913	0	531,913
Operating Expense Reduction	0	0	0	(442,523)	(442,523)
<b>Total E &amp; G Expense</b>	<b>46,306,310</b>	<b>46,871,524</b>	<b>50,045,068</b>	<b>(3,192,102)</b>	<b>46,852,966</b>
<b>NET Without Additional State Support</b>	<b>(2,000,000)</b>	<b>(5,025,311)</b>	<b>(3,323,895)</b>		<b>0</b>
<b>Additional Support from the CSU System</b>	<b>2,000,000</b>	<b>6,000,000</b>	<b>0</b>		
<b>Total with Additional CSU System Support</b>	<b>0</b>	<b>974,689</b>	<b>(3,323,895)</b>		

\*A total of \$3,323,895 of adjustments, includes \$3,192,102 and \$131,793.

# Agenda Item #9: Status of Audit Plan

**COLORADO STATE UNIVERSITY SYSTEM**  
**DEPARTMENT OF INTERNAL AUDITING FY 2013-2014**  
**AUDIT PLAN AS OF NOVEMBER 27, 2013**

<b>Audit</b>	<b>Institution</b>	<b>Status</b>
<b>Carry-forward from FY 12-13</b>		
CSU-Global Campus	CSUG	Report 14-01
Research Innovation Center	CSU	Report 14-02
Internal Audit Self-Assessment with External Validation	CSUS	Report 14-03
Continuing Education	CSUP	Review
Tax Issues	CSU	Report 14-04
Payroll	CSU	Review
IT-Data Centers Survey	CSU	Fieldwork
<b>New for FY 13-14</b>		
Centers, Institutes, Other Special Units	CSU	Out for responses
School of Global Environmental Sustainability	CSU	Fieldwork
Environmental Health Services - Public Health	CSU	Fieldwork
Housing	CSU	
College of Engineering - Dean Transition	CSU	
College of Veterinary Medicine & Biomedical Sciences - Clinical Sciences	CSU	Fieldwork
Accounts Receivable	CSU	
Tuition Revenue	CSU	
Athletics (NCAA Rules Compliance Areas)	CSU	
Institutional Research	CSU	
IT-Disaster Preparedness	CSU	
Special Projects	All Locations	
Housing	CSUP	
Tuition Revenue	CSUP	
Athletics	CSUP	
Travel	CSUP	
Financial Aid/Accounts Receivable	CSU-GC	



# All Overdue Recommendations

Wednesday, January 29, 2014

2:05:43 PM

Audit Number	Audit Name	Report Date	Institution	Rec No	Recommendation	Audit Report Response	Department	Target Completion Date	Revised Target Completion Date	Current Response
13-05	Environmental and Radiological Health Sciences Audit	3/28/2013	CSU	5	Ensure policies and procedures are developed for entering into miscellaneous service agreements.	Agree. CVMBS will develop policies and procedures to ensure timely billing, recognition or revenue and related receivable.	CVMBS	12/31/2013	N/A	Policy has been developed. Final revision is in progress.
13-05	Environmental and Radiological Health Sciences Audit	3/28/2013	CSU	7	Ensure that adequate financial procedures for service billings are developed and ensure that appropriate financial accounting oversight is in place for CEM revenues.	Agree. CVMBS will develop financial procedures for service billings.	CVMBS	12/31/2013	N/A	Policy has been developed. Final revision is in progress.

BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA  
February 13, 2014

**Committee Chair:** Rico Munn, Chair

**Committee Members:** Mary Lou Makepeace, Vice Chair; Mark Gustafson, Nella Bea Anderson, Alexandra Bernasek, Nigel Daniels, Vanessa Emerson, Brad Schiffelbein, Frank Zizza

**Assigned Staff:** Dr. Rick Miranda, Chief Academic Officer

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MATTERS FOR ACTION:

CSU: Sabbatical Leave Recommendations

RECOMMENDED ACTION

No action needed – report item.

EXPLANATION:

Presented by Tony Frank, President

The purpose of sabbatical leave is to enhance the faculty member's professional growth, enhance the institution's reputation and the students' educational experience at the institution, and increase the overall level of knowledge in the faculty member's area of expertise.

The recommendations for sabbatical leave have been reviewed at the Department, College, and University levels and have received approval at each level. In every case, the proposal has been evaluated and judged appropriate with strict adherence to CCHE guidelines.



Board of Governors of the  
Colorado State University System  
Meeting Date: February 14, 2014  
Report Item

<u>Name</u>	<u>Department</u>	<u>Proposed Leave Dates</u>
<b><u>College of Engineering</u></b>		
Dandy, Sonia Kreidenweis	Atmospheric Science	AY 2014-2015

**MATTERS FOR ACTION:**CSU: Posthumous Degree Candidate**RECOMMENDED ACTION:**

MOVED, that the Board of Governors approve the presented candidate to receive a B.S. degree for her major in Human Development and Family Studies posthumously. The posthumous degree is to be conferred in conjunction with the May 2014 commencement ceremonies.

**EXPLANATION:**

Presented by Tony Frank, President

In May 2005, the Board of Governors approved the policy stating that “In exceptional circumstances, the Board may award degrees posthumously. Recommendations for such an award will only be considered when the student had completed nearly all of the requirements for his or her degree before dying, and when the student’s academic record clearly indicates that the degree would have been successfully completed had death not intervened. Nominations for posthumous awards of degree will be initiated by the student’s department and approved internally by the relevant college dean and the Provost. The posthumous nature of the recommended degree award shall be made explicit when the recommendation is forwarded to the Board. The Provost’s office shall be responsible for presenting the degree to appropriate survivors”.

In accordance with this policy a candidate was discussed in executive session to receive a B.S. degree posthumously. Once family members are notified, the name of the candidate will appear in the May 2014 commencement materials.

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\_\_\_\_\_  
Approved

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section C.2.1.3.2 – Ex Officio Members

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.1.3.2 – Ex Officio Members

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.1.3.2 – Ex Officio Members, are requested to make chairpersons of Faculty Council standing committees *ex officio* members of Faculty Council. The proposed changes would confirm that each standing committee is afforded the privilege of voting in Faculty Council and that privilege can be executed by the chairs of the standing committees or their designated substitute from the committee membership, whether or not the chair or the designated representative is a regular (full or part time) faculty member.

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NOTE: Revisions are noted in the following manner:  
 Additions - underlined Deletions - ~~oversecored~~

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*C.2.1.3.2 Ex Officio Members*

~~Persons who are not members of Faculty Council but are e~~Chairpersons of its Faculty Council standing committees, serving as the official representatives of the standing committees to Faculty Council, shall be *ex officio* voting members of Faculty Council. Persons who are not members of Faculty Council, but are chairpersons of its advisory committees, shall be *ex officio* non-voting members of Faculty Council.

The immediate past Chairperson of Faculty Council shall be an *ex officio* non-voting member of the Faculty Council for one (1) year immediately following the expiration of his or her term as Chairperson of the Faculty Council.

The President of the University, the Provost, the Vice Presidents, the Vice Provosts, the Deans of the Colleges and the Libraries, and the Chair of the Administrative Professional Council shall be seated on the Faculty Council as *ex officio* non-voting members.

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Approved

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section C.2.1.9.3 – Membership and Organization

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.1.9.3 – Membership and Organization.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.1.9.3 – Membership and Organization, are to permit the chairpersons of Faculty Council standing committees to be ex officio members of the Faculty Council. The standing committees serve a critical role in the Faculty Council deliberative process. It is essential that each committee have the capacity to elect the best possible leadership from its members.

The proposed changes would confirm that each standing committee is afforded the privilege of voting in Faculty Council and that privilege can be executed by the chairs of the standing committees or their designated substitute from the committee membership, whether or not the chair or the designated representative is a regular (full or part time) faculty member.

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*C.2.1.9.3 Membership and Organization*

The membership of each standing committee or advisory committee is specified to fit the functions of that committee. Administrators, administrative professionals, classified staff, undergraduate student members representing the Associated Students of Colorado State University (ASCSU), and graduate student members representing the University Graduate Student Council shall be authorized for certain standing committees and advisory committees. Faculty membership on advisory committees shall be limited to faculty members who do not hold an administrative appointment of more than half-time (0.5) at the level of assistant/associate dean or above. Faculty membership on standing committees shall be limited to regular full-time, regular part-time, and transitional faculty members who do not hold an administrative appointment of more than half-time (0.5) at the level of assistant/associate dean or above. A member of a standing committee or advisory committee who becomes ineligible shall cease to hold this position.

Each standing committee or advisory committee shall have a chairperson whose term of office is twelve (12) months beginning July 1. ~~Standing committee chairpersons must meet the requirements for elected membership of Faculty Council as specified in Section C.2.1.3.1, but need not be elected members of Faculty Council. This restriction shall not apply to advisory committee chairpersons.~~ Each standing committee or advisory committee chairperson shall be elected by and from the membership of that committee. After members of standing committees and advisory committees are elected, as specified in Section C.2.1.9.4, the continuing and newly elected members of each standing committee or advisory committee, other than the Executive Committee, shall meet and elect a committee chairperson for the coming term before May 15. The committee members who are being replaced may attend this meeting, and they may speak, but they shall not cast votes for the new chairperson. However, if a newly elected committee member is unable to attend the meeting, then he or she may allow the committee member that he or she is replacing to cast a vote for the chairperson in his or her place.

Membership on standing committees and advisory committees of the Faculty Council shall be spread as widely as possible among faculty members so that newer members of the faculty may serve on these committees. Standing committee and advisory committee leadership shall be rotated as good judgment allows.

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Standing committees and advisory committees are expected to consult regularly with those administrators, members of the faculty, or others who can provide information necessary for effective deliberation. Each standing committee or advisory committee may name *ex officio* or associate members who are expected to attend committee meetings regularly. The appointments shall be reviewed by the standing committee or advisory committee annually. Each standing committee or advisory committee shall identify in its annual report to the Faculty Council its *ex officio* and associate members and others with whom it has regularly conferred. All *ex officio* and associate members shall be non-voting.

Standing committees and advisory committees shall convene subcommittees as needed to consider specific issues or perform specific tasks. These subcommittees shall exist to serve the standing committees and advisory committees. A subcommittee of a standing committee or advisory committee shall be chaired by a member of that committee, but may draw other members from throughout the University as appropriate.

The Chairperson of the Executive Committee shall be an *ex officio*, non-voting member of each standing committee and advisory committee of the Faculty Council.

Unless otherwise specified in the committee's operating procedures, for transacting business at standing committee and advisory committee meetings, a quorum is defined as a simple majority of the voting members.

~~In the event that a standing committee member who is not a member of Faculty Council is~~ The elected chairperson of the standing committee, this individual shall serve as an *ex officio* voting member of the Faculty Council for the duration of his or her term as chairperson. The chairperson may designate a committee member to substitute as *ex officio* voting member provided prior notice is given to the Chairperson of Faculty Council. In the event that an advisory committee member who is not a member of Faculty Council is elected chairperson of the advisory committee, this individual shall serve as an *ex officio* non-voting member of the Faculty Council for the duration of his or her term as chairperson.

Rationale: In confirming the principle that voting privilege is extended to the Faculty Council standing committees, and not particular individuals in the committees, this will allow standing committees to elect the best possible leadership under increasingly diverse membership and for standing committee Chairs to designate substitutes for Faculty Council meetings.

Faculty Council carries an umbrella of responsibilities extending past regular faculty because of its stewardship of the Academic Faculty and Administrative Professional Manual. Moreover, the increasing reliance of the University on non-tenure track faculty CSU-Fort Collins –Academic Faculty and Administrative Professional Manual Revision

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to fulfill its Mission has created an implicit responsibility for issues involving non-tenure track faculty that impinge on regular faculty responsibilities and rights, especially in its standing committees. A major function of standing committees is to bring motions to Faculty Council for consideration. This extended responsibility has caused significant tension in the past because of the perception that the extended communities are not well represented in Faculty council and its standing committees.

These facts are recognized for example in the composition of the Committee on Strategic and Financial Planning, and the recent motion to change the University Committee on Benefits into a Faculty Council standing committee. It can be reasonably anticipated that other standing committees will move to formally include administrative professionals and non-tenure track faculty in their memberships.

The standing committees serve a critical role in the Faculty Council deliberative process. It is essential that each committee have the capacity to elect the best possible leadership from its members.

The proposed changes to the AFAPM would confirm that each standing committee is afforded the privilege of voting in Faculty Council and that privilege can be executed by the chairs of the standing committees or their designated substitute from the committee membership, whether or not the chair or the designated representative is a regular (full or part time) faculty member.



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Approved

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section C.2.1.9.5 – Standing Committees: Membership and Function

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.1.9.5 – Standing Committees: Membership and Function

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.1.9.5 – Standing Committees: Membership and Function, are requested to clarify the role of this committee and its relationship to the Dean of the Libraries.

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NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions - ~~overseored~~

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*C.2.1.9.5 Standing Committees: Membership and Function*

*d. Committee on Libraries*

The Committee on Libraries shall consist of one (1) faculty member from each college, and the Libraries, the Dean of Libraries (*ex officio*), one (1) graduate student, and one (1) undergraduate student. The duties of this standing committee shall be:

1. To recommend to the Faculty Council policies ~~governing the operation of~~ affecting or impacting the Libraries.
2. ~~To advise the Dean of Libraries in the execution of policy whenever such execution shall have a significant impact upon the services provided by the Libraries.~~
3. ~~To recommend to the Dean of Libraries the allocation of funds for library acquisitions.~~
4. ~~To advise the Committee on Strategic and Financial Planning of the Library's budgetary requirements.~~
2. To advise the Committee on Strategic and Financial Planning of the Library's budgetary and service requirements.
3. To advise the Dean of Libraries:
  - a. On strategies and policies for services and collections;
  - b. On the allocation of funds to support Library services; and
  - c. On the needs of its patrons (students, faculty, staff, community at large.)

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
 Section C.2.3.1.e – Colleges and Academic Departments

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.3.1.e – Colleges and Academic Departments

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.3.1.e – Colleges and Academic Departments, is requested because the proposed name would more accurately reflect the academic strengths of the undergraduate and graduate degrees offered in the department, given the emphasis on art historical training for studio students (B.F.A., B.A., and M.F.A.) and the emphasis on studio training for art history students (B.A.) as reflected in the number of credits required for completion of degree work in each area. The proposed name is more inclusive and would bring the department into alignment with other departments across the country that offer degrees in studio art and art history; most departments of this nature include art history in the title of the department. Changing the name would have the added benefit for recruitment of making prospective students aware of the full range of opportunities for study in the visual arts, including art history, and thereby entice more potential applicants to choose Colorado State University for studies in art and art history.

Furthermore, the proposed name would bolster the external perception of the department's relationship to the University Art Museum, with the benefit of communicating to potential museum donors the integral role art history plays in fostering a place for research in the visual arts at the university. The name change would also benefit faculty grant-writing efforts by signaling to granting agencies the equal standing of art history, studio art and art education within the department. This name change would also lay the groundwork for the possibility of planning a Masters in Art History in the coming years.

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C.2.3.1 – Colleges and Academic Departments

e. College of Liberal Arts (*last revised June 4, 2008*)

Comprising the Departments of Anthropology; ~~Art~~ Art and Art History; Communication Studies; Economics; English; Ethnic Studies; Foreign Languages and Literatures; History; Journalism and Technical Communication; Music, Theater, and Dance; Philosophy; Political Science; and Sociology.

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Approved

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section E.9 – Faculty Productivity

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.9 – Faculty Productivity

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section E.9 – Faculty Productivity, are requested to create uniformity in consideration of how changes in workload and effort distribution may affect a bid for tenure or full professor.

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NOTE: Revisions are noted in the following manner:  
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**E. 9 Faculty Productivity** (*last revised August 12, 2009*)

Decisions concerning tenure, promotion, and merit salary increases are linked to the faculty member's productivity in teaching and advising, research and other creative activity, and University and professional service. Each academic unit must establish expected levels of productivity for the unit in each of these areas. Productivity is assessed by relating the effort expended to the outcome, in terms of effectiveness, impact, and documentation of the activity. Effort distribution is the allocation of effort into particular areas of responsibilities. Workload describes the professional responsibilities of the faculty. The responsibilities of faculty members for each of these activities will vary, depending upon the mission and needs of the academic unit and the expertise and interests of the faculty. The University recognizes that a faculty member's activities may change over a career and is committed to the use of differentiated responsibilities for individual faculty. Hence, in the evaluation process, reasonable flexibility should be exercised, balancing, as the case requires, heavier responsibilities in one (1) area against lighter responsibilities in another.

Decisions regarding tenure, promotion, and merit salary increases must be consistent with, and based upon, the effort distribution established for each faculty member. The department code shall define the general expectations of effort distribution regarding teaching and advising, research and other creative activity, and service responsibilities in terms of the academic mission of the department. 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. During the probationary period and following tenure in the years leading to full professor, there may be a need for changes in the workload and effort distribution originally established at the time of hiring or at the time of tenure and promotion to associate professor. These changes shall be negotiated between the faculty member and the department head (E.9.1, E.9.2). In

this event, since promotion and tenure decisions are linked to the faculty member's productivity in line with effort distribution and workload, the promotion and tenure committee or a subcommittee thereof shall provide input in writing to the department head regarding the extent to which these changes may affect progress toward tenure. Following any negotiated changes, these changes and the committee's response, shall be clearly articulated in writing by the department head to the faculty member.

E.9.1 (*no changes*)

**E.9.2 Individual Faculty Workload** (*last revised August 12, 2009*)

Individual workloads for each area of responsibility may vary over time in accordance with the needs and missions of the different academic departments and shall be negotiated between the faculty member and the department head subject to the provisions of Section C.2.6.2.e. Factors for which workload can be adjusted include, but are not limited to, course credits, class size, course level, method of course delivery, type of course (lecture, independent study, internship, supervised student research, thesis/dissertation, clinical, practicum), advising load, off-campus assignments, number of preparations, new preparations, teaching assistants, size and activity of research program or other creative activity, and service.

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section E.10.3 – Administrative Responsibilities in Relation to Tenure

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.10.3 – Administrative Responsibilities in Relation to Tenure

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section E.10.3 – Administrative Responsibilities in Relation to Tenure, are requested better address department head annual evaluation comments and recommendations. These comments may be misleading to a tenure-track faculty member if the evaluation, with its short-term focus, is vague regarding possible longer-term issues that, if not addressed, may jeopardize the faculty member's chance of achieving tenure. Perceived yet unwritten and unspoken deficiencies in a faculty member's productivity may ultimately lead to a final negative recommendation for tenure on the part of the department head, even though these deficiencies were not made apparent to the faculty member by the department head in annual evaluations leading up to the final review. A regular, parallel, faculty-driven process ensures additional and independent review of the tenure-track faculty member, providing the opportunity for the faculty member to adjust priorities and effort in time for the final review at the end of the probationary period. This independent annual review by tenured faculty, shared with the department head, also serves to inform the department head of the probationary faculty member's workload issues viewed by tenured faculty in the department as worthy of reconsideration, discussion, and adjustment.



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**E.10.3 Administrative Responsibilities in Relation to Tenure** (*last revised May 2, 2007*)

a. The head of the department and the faculty member on probationary status are jointly responsible for discussing, at least once annually, prior to the time for the decision on tenure, the faculty member's development and fitness for the position involved and prospects for eventually acquiring tenure. The department head shall provide the faculty member and the dean of the college concerned a written summary of the evaluation of progress toward tenure at the time of the conference. This report is independent of the annual evaluation covering achievements of the most recent calendar year. Likewise, the tenured faculty of the department, or a subcommittee thereof, shall annually provide an independent assessment of progress toward tenure, and a written report summarizing progress toward tenure and of any perceived deficiencies, to each tenure track faculty member. The report of the committee shall be shared with the department head and the tenure-track faculty member and may include suggestions for workload and effort distribution judged to be supportive of the faculty member's progress toward tenure.

b. The head of the department shall make every effort to encourage and assist the faculty member to fulfill the conditions which will qualify him or her for tenure. ~~After~~ This may include consulting with the departmental tenured faculty committee, or a subcommittee thereof, regarding suggestions received in the committee's written report summarizing progress toward tenure. ~~the department head shall as part of the annual evaluation, inform faculty members in writing of progress toward tenure and of any perceived problems with their performance that might jeopardize their prospects for tenure.~~

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\_\_\_\_\_  
Approved

MATTERS FOR ACTION:

Approval of Degree Candidates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees at the end of the Winter 2013 C Term (ending 3/2/2014).

EXPLANATION:

Presented by Dr. Becky Takeda-Tinker, President of CSU-Global Campus

The Faculty of Colorado State University – Global Campus recommends the conferral of degrees on those candidates who satisfy their requirements at the end of the Winter C Term as part of the term-based degree conferral. The Office of the Registrar has processed the applications for graduations; only those individuals who have completed all requirements will receive their degree.

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CSU: Sabbatical Leave Summaries 2012-2013

Presented by: Rick Miranda, Provost and Executive Vice President

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### **Sabbatical Leave Policy**

The sabbatical leave policy for Colorado State University faculty is addressed in Section F.3.4 in the Academic Faculty and Administrative Professional Manual. CSU offers academic faculty members the possibility of sabbatical leaves at any time after six years have elapsed since the faculty member's initial appointment or most recent sabbatical leave.

The faculty members seeking sabbatical leave shall follow the procedures established by his/her academic unit. College deans or the Dean of Libraries shall forward the names of faculty members recommended for sabbatical leave along with a detailed sabbatical plan to the Provost/Executive Vice President. The detailed plan shall specify how the sabbatical will result in the faculty member's professional growth, enhance the institution's reputation and the students' educational experience at the institution, and increase the overall level of knowledge in the faculty member's area of expertise. Faculty members cannot be absent for more than two academic semesters in cases of faculty on nine month appointments, and no more than one calendar year for faculty on 12 month appointments.

### **College of Agricultural Sciences**

#### **Patrick Byrne – Soil and Crop Sciences**

Dr. Byrne spent his sabbatical at the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), Hyderabad, India; and the College of Agronomy, Northwest Agricultural and Forestry University (NWAUFU), Yangling, Shaanxi, China.

AT ICRISAT he worked with a crop physiologist who focuses on drought tolerance in Millet, sorghum, chickpea, and groundnut. Dr. Byrne benefited from participating in three international events that took place during his stay: a workshop on heat tolerant maize for South Asia, a conference on “stay-green” sorghum for Africa, and a planning workshop for ICRISAT’s new 5-year project cycle.

In China, Dr. Byrne was hosted by Dr. Yin-Gang Hu, a winter wheat breeder at NWAUFU. Dr. Hu’s program focuses on drought tolerance. Dr. Byrne accompanied Dr. Hu to his field plots where they observed his wheat studies and discussed a wide range of topics. Dr. Byrne’s stay at NWAUFU coincided with an international conference on Phenotyping Crops for Drought Tolerance, where he was able to meet researchers from elsewhere in China, as well as from Europe and Australia.

Other activities during this sabbatical were:

- presenting formal seminars on his research at ICRISAT and NWAUFU;
- giving lectures on methods of genetic analysis at both institutions (2 lectures at ICRISAT, 8 lectures at NWAUFU);
- reviewing and editing manuscripts for NWAUFU faculty and graduate students prior to their submission to journals;
- advising graduate students and faculty on their research projects;

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- participating in the final evaluation of a 5-year Chinese-Australian research project on improving water use efficiency of wheat;
- traveling with Dr. Hu on a 3-day trip to research stations in the neighboring Ningxia Autonomous Region.

These experiences will certainly benefit his teaching. He hopes the interactions will continue to bear fruit through continued collaborations.

### **Jessica Davis – Soil and Crop Sciences**

The focus of Dr. Davis' sabbatical was on the development and dissemination of on-farm production of cyanobacterial bio-fertilizer in two very different communities: organic farmers on the Front Range of Colorado and smallholder farmers in southern Ethiopia.

First, she evaluated the practicality and efficacy of settling, filtration, and centrifugation as methods for harvesting dried cyanobacterial bio-fertilizer from our raceways. Based on discussions with farmers, they are now initiating on-farm testing of their cyanobacterial bio-fertilizer production system on three organic farms in northern Colorado and in one village in Ethiopia. The greenhouse studies using three crops (maize, kale, and pepper) and two local soils (with differing PHs) showed that solid cyanobacterial bio-fertilizer is equal to or better than urea in terms of crop yield performance when applied at the same nitrogen rate. They have expanded the greenhouse evaluations now to include lettuce and tomatoes, and she shared her recent research results from the CSU team on nitrogen mineralization from cyanobacterial bio-fertilizer and bio-fertilizer impacts on plant nutrient contents. Dr. Davis visited each of Hawassa University's Technology Villages and began to develop on-farm research at the village-scale at these locations.

Dr. Davis led a team of seven faculty members from CSU's College of Agricultural Sciences on a strategic planning trip to Hawassa University in Ethiopia. They completed a SWOT analysis (strengths, weaknesses, opportunities, and threats) and specific goals in each of five areas: Capacity Building-Physical, Capacity Building – Human, Teaching, Research, and Extension. They have identified individuals from both universities to work together toward achieving goals.

In addition to her research activities, she was involved in developing dissemination plans for cyanobacterial bio-fertilizer production in both Colorado and Ethiopia. In particular, she attended the National Collegiate Inventors and Innovators Alliance's Venture Lab in Cambridge, Massachusetts, to explore different approaches to technology dissemination. She participated in CSU College of Business' New Economy Venture Accelerator including some training at the Rocky Mountain Innosphere. These activities have broadened her thinking about dissemination beyond the usual Extension model of adult education.

Dr. Davis wrote numerous grant proposals during her sabbatical to garner additional funds for her research. Proposals were submitted to: USCA Small Business Innovation Research (funded), USDA Western Sustainable Agriculture Research and Education Program (not funded), USAID Development Innovation Ventures (pending), the Postcode Lottery (not funded), and the Rockefeller Foundation (pending).

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This sabbatical allowed Dr. Davis to focus her energy on a new research area and make advances in solid cyanobacteria harvesting and greenhouse evaluations of bio-fertilizer efficacy. In addition, the college-level trip to Hawassa University expanded our faculty's international experience and engagement, which will also improve students' global citizenship and participation.

### **John McKay – Bioagricultural Sciences and Pest Management**

Dr. McKay was primarily based out of Uppsala University in Sweden, but he also spent time at the International Rice Research Institute in the Philippines. The Evolutionary Biology Centre of Uppsala University is one of the leading evolutionary biology venues in the world. At each of these places he participated in ongoing collaborations with Principal Investigators, postdocs, and students.

Most of his effort during the sabbatical was towards writing and getting papers submitted. He published 12 papers. These range from testing theory of how adaptation works to cataloging adaptive variation in valuable crop species. He has six papers in review that he worked on over sabbatical. He spent time making or furthering international research connections and gave nine invited talks, including three where he was the plenary speaker at an international meeting. The most recent of these was a meeting on "Abiotic Stress in Plants" which was organized and funded by the Embrapa Beef Cattle Research Center in Campo Grande, Brasil. The center has a breeding program for forage crops, and drought is one of the major limitations.

The collaborations established during this sabbatical will continue to strengthen the reputation of CSU in Plant Genomics. Dr. McKay's current and future graduate students will benefit from these international collaborations.

### **Dustin Pendell – Agricultural and Resource Economics**

The first half of Dr. Pendell's sabbatical was spent at Wageningen University in Wageningen, Netherlands. During the five months at Wageningen University, his accomplishments were as follows:

- Gave three presentations:
  - At the International Symosia for Veterinary Epidemiology and Economics meeting in Maastricht, Netherlands
  - At the Royal Veterinary College, University of London in London, England
  - At the Economics Cluster Seminar Series, Wageningen University, Wageningen, Netherlands
- Submitted two poster presentations in Maastricht, Netherlands
- Submitted five peer-reviewed journal articles and one non peer-reviewed journal article
- Completed two graduate students (one as advisor and one as committee member)
- Submitted one grant proposal to the National Science Foundation

The second half of Dr. Pendell's sabbatical was spent at Washington State University. While there he:

- Gave two presentations (at the University of Idaho and at Washington State University)
- Submitted four peer-reviewed journal articles and one peer-reviewed white paper
- Taught a course in Business Management Economics (~60 students).

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- Submitted two grant proposals.

### **College of Health and Human Sciences**

#### **Kim Bundy-Fazioli – Social Work**

The major goals for Dr. Bundy-Fazioli's sabbatical included increased scholarly productivity in two major areas: (1) child and family welfare related issues with a central focus on the health and well-being of grandparents raising grandchildren, and (2) social work teaching and practice methods with the goal of assisting social work students as well as social work practitioners in becoming cognizant of their direct practice with clients.

Dr. Bundy-Fazioli also sought to increase her understanding of Latino culture through international travel and extensive research on intergenerational family dynamics in Latino families. In particular, she participated in two Spanish immersion courses one in Costa Rica and one in Mexico.

During her sabbatical, she submitted six manuscripts, of which four were accepted for publication, with two manuscripts under review. She also continued to collect pilot data for a federal grant, submitted two grant proposals, and presented at two national conferences. She received the Generations United *Brabazon Award* for Evaluation Research based on her article with two colleagues titled, *Larimer County Alliance for Grandfamilies: A Collaborative Approach to Meeting a Community Need*. She was also selected to serve as a Regional Affiliate for the National Research Center on Grandparents Raising Grandchildren.

#### **Patti Davies – Occupational Therapy**

The primary goal of Dr. Davies' sabbatical was to complete activities that further develop the conceptualization of a comprehensive model that explains the role of attention in successful task performance from a neurophysiological perspective. The activities that she participated in during her sabbatical were to: 1) further analyze data collected, 2) further develop skills in advanced methods of analyzing electroencephalography (EEG) data, and 3) learn multivariate statistical approaches to analyze EEG data. Her sabbatical period afforded her time to read and study current knowledge on these topics.

Collectively these activities culminated in the development of a model of the role of attention in successful performance, based on the literature and data that were collected and analyzed in the Brainwaves Research Lab during this period. The completed conceptual model incorporates and elaborates on the research that has been conducted in the Brainwaves Research Laboratory over the past decade by expanding on the interpretation of these data within the context of a larger theoretical framework. This model which incorporates both neurophysiological and behavioral

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data will direct Dr. Davies future research activities and better position her research when seeking funding from external agencies.

The activities of Dr. Davies' sabbatical resulted in a rich dissemination of her research through a number of refereed and invited national and international conference presentations, several published abstracts, two referred publications, and six more manuscripts that have been or will soon be submitted for review. She supervised three graduate students conducting research consistent with her sabbatical activities to the successful completion of three Master of Science theses. She submitted five grant applications to federal agencies (NIH, NIDRR, and USDA).

Dr. Davies was honored by being awarded the Don Beaven Travelling Fellowship, from the Canterbury Medical Research Institute, Christchurch, New Zealand. This award allowed her to travel to New Zealand and work alongside several developmental scientists at the University of Canterbury to establish a "sister" EEG lab.

### **Manfred Diehl – Human Development and Family Studies**

The major objectives of Dr. Diehl's sabbatical leave were to: (1) engage in additional training in statistical methods for the analysis of longitudinal and intensive repeated measures data; (2) engage in training on how to integrate biomarkers and physiological variables into his research program; and (3) submit two grant applications to the National Institutes of Health, National Institute on Aging (NIH/NIA); and (4) co-edit the "Handbook on Intraindividual Variability in Development Across the Life Span".

Dr. Diehl was able to improve his data analytical skills through doing actual data analyses with longitudinal and experience sampling data. These activities resulted in multiple peer-reviewed journal articles in the top journals of the field. He was able to do extensive self-guided studies in the area of biomarkers of stress and in consultations with experts in this domain who were helpful in conceptualizing how he could incorporate biomarker assessment in his research program. He was able to develop the first grant application and build the foundation for the second one. The co-editing of the "Handbook of Intraindividual Variability in Development Across the Life Span" has progressed according to plan. It is anticipated that this handbook will be published in mid-2014.

Finally, Dr. Diehl engaged in a number of unplanned activities that emerged in a rather spontaneous and unique way. These included: (1) preparing the application materials for his nomination for the prestigious Anneliese Maier Research Award of the Alexander von Humboldt Foundation and the German Research Foundation; (2) co-organizing the closing conference for the TransCoop Project; (3) serving as ad-hoc reviewer and study section chair for NIH; and (4) collaborating on several manuscripts, including a critical literature review for the journal *Developmental Review*.



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### **James Folkestad – School of Education**

During his sabbatical, Dr. Folkestad engaged with the Drupal open source software (FOSS) community to learn Drupal and apply his learning to build a beta Tutoring@CSU website. This website can be visited at [tutoring.colostate.edu](http://tutoring.colostate.edu) and is accessible to all CSU students (and faculty) via their CSU eID and password authentication. The website provides a central portal for both online and face-to-face tutoring at CSU and is searchable via a CSU specific taxonomy designed around local courses, concepts, and subjects. In addition, this site was built to collect learner-based data. The intent is to begin to build analytics that can be useful for instructors and learners at CSU.

Dr. Folkestad applied for external funding to attend the 2013 Society for Learning Analytics Research Summer Institute. This is a strategic five-day event co-organized by SoLAR and Stanford University. In addition, during the Spring semester he was able to obtain internal funding from the School of Education and the Institute for Learning and Teaching to continue this work. The central focus of this work will be on connecting learnings to additional learning resources and the collection of additional data and construction of analytics that will support learners at CSU. A proposal has been developed to create a Center for Analytics on Learning and Teaching, a joint campus-wide effort between the School of Education, The Institute for Learning and Teaching, and Academic Computing and Network Services. The mission of the ALT Center will be to bring an interdisciplinary team of faculty and staff together to identify a CSU analytics agenda and to identify external funding that can support that research. Several benefits were derived from the sabbatical. First, the time spent working within the Drupal community allowed Dr. Folkestad to live the experience and collect research data. Second, he learned to develop a collaborative website using Drupal. This skill will allow him to develop websites that support his research and operations at CSU. Third, he used the experience and skills from this activity to improve his courses at CSU. Finally, he developed a fully functioning tutoring website at CSU.

### **College of Business**

#### **Charles Butler – Computer Information Systems**

Dr. Butler had three goals for his Fall Semester Sabbatical: 1) Achieve Project Management Professional (PMP) certification from the Project Management Institute (PMI), 2) Construct course content for an Advanced Project Management class, and 3) Design a curriculum framework, formulate a plan, and implement action for a Global Accreditation Curriculum initiative targeted to achieve Project Management Institute certification in AY 2014-2015.

For achieving Project Management Institute (PMI) Project Management Professional (PMP) certification, the first of those tasks included certifying his professional management experience and clearing the PMI audit of that experience. Next, he prepared for the certification test by

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reading and studying PMI literature and top text books authored by Mulcahy and Richardson. He also completed extensive practice testing using PM Final, a third-party vendor. In November, he successfully passed the test and gained PMP certification.

In order to develop an advanced project management class, Dr. Butler first attended a University of Houston class conducted by Dr. Gary L. Richardson (Endowed PMI Professor) which is recognized within PMI's Global Accreditation Curriculum. Using this class as a framework, an advanced project management class was developed. The course covers nine knowledge areas including integration management, scope management, time management, cost management, quality management, human resource management, communication management, risk management, procurement management, and ethics and professional responsibility. When developing this course, a current CIS course in the CIS graduate curriculum was reviewed and updated. In order to begin a scholarly publication track in the project management discipline, Dr. Butler began collaborations with Dr. Richardson. They have a draft manuscript titled, "Managing Project Scheduling with Probabilistic Task Durations".

The benefits derived from this sabbatical include:

- A tenured faculty member with PMP credentials who is qualified to teach Project Management Institute world-wide standards
- A new course has been developed
- An existing course is updated
- The first step toward accreditation in achieving PMI Registered Education Provider status has been initiated
- The CIS Department is positioned to work toward PMI's Global Accreditation Curriculum and be a leader in project management education
- A new track is in place for scholarly research and publication, and a working manuscript is being finalized for submission to a high quality project management journal.

### **Joe Cannon – Marketing**

During his sabbatical, Dr. Cannon worked on research on supply chain management in East Africa and conducted research on technology-mediated teaching and learning to enhance his future capabilities in this area. For the research, Dr. Cannon conducted interviews with business people in the United States and East Africa on supply chain sustainability. This included a 16-day trip to Kenya, Tanzania, and Rwanda where he (along with Supply Chain Professor Brian Fugate) interviewed managers about sustainability practices in supply chains.

The second goal of his sabbatical was to focus attention on technology-mediated pedagogies and higher education. The rapid growth of MOOCs (massive online open courses) and other online technologies brings both threat and opportunity to higher education. Dr. Cannon's mission is to turn these changes into opportunity (and not threat) to Colorado State University and himself.

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Toward that end, Dr. Cannon wanted to understand the scientific research in e-learning. It turns out that there is a burgeoning stream of research that has begun to identify approaches that optimize student learning. Dr. Cannon spent a great deal of time looking through that research and anticipates using it in his classes moving forward. He also hopes to begin his own research in this area.

The sabbatical allowed Dr. Cannon to get an inside look at businesses and consumers in East Africa. The experience of interviewing business people and spending significant time in a developing country was a natural next step in his development as a global marketing scholar. He also enhanced CSU's relationship with U.S. International University, an important strategic partner for the Center for the Advancement of Sustainable Enterprise and the College of Business. While in Nairobi, he met with faculty, students, the dean, and the president of the university.

### **Derek Johnston – Accounting**

Dr. Johnston continued work on a manuscript entitled '*A Re-examination of the Valuation Differences between Stock Option and Restricted Stock Grants for U.S. Firms.*' This manuscript contributes to the debate over whether restricted stock units convey similar benefits to the company as employee stock options. He and his co-authors are finishing the statistical analysis and they plan to submit the manuscript to the *Journal of Business, Finance, and Accounting*.

Next, Dr. Johnston immersed himself in the area of book-to-tax differences related to equity-based compensation. In order to start two new projects in this area, he used part of his sabbatical to hand-collect over 30 data items for approximately 2, 200 firm-year observations. This rich dataset has allowed him to begin work on two new papers: *A Descriptive Analysis of the Book-to-Tax Differences Generated by Equity-Based Compensation Plans* and *Underwater ESOs and Deferred Tax Assets*.

Finally, Dr. Johnston continued his research in the area of mandatory cap-and-trade emissions programs. In particular, he spent part of his sabbatical leave gathering and examining data related to the trading of emissions allowances under the U.S. Acid Rain Program. This analysis has set the groundwork for a manuscript entitled '*Turning Girts into Gains: An Analysis of Allocated Emissions Allowances*'.

### **Margarita Lenk – Accounting and Computer Information Systems**

During the Fall 2012 semester, Dr. Lenk volunteered in an "externship" role as consultant and researcher with Accounting Systems, Incorporated, in Fort Collins. Accounting Systems, Inc. (ASI) provides small and mid-sized companies with business and accounting technology solutions to clients in Colorado, Utah, Wyoming, Nebraska, Kansas, and New Mexico. This local firm is founded, owned, and managed by CSU alumni who have been generously engaged

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with the College of Business in many ways, including hiring CSU interns and graduates for the last 20 years, and serving as a member of the College of Business' Dean's Roundtable. The total amount of her donated time in this externship would have been equivalent to less than working part-time during her entire sabbatical during the fall semester.

This non-paid externship profoundly increased the depth and currency of Dr. Lenk's accounting information systems, sustainability, and internal control expertise in today's global/regulatory marketplace. Updating and extending her expertise in these topics enhances both her accounting information systems courses and her research.

Another goal achieved for this externship was to provide an innovative example of how CSU faculty can partner with our donors and community supporters in innovative, engaged ways that prove to be win-win for all parties – hopefully inviting others to imagine and explore the future of engaged partnerships with Colorado State University in the spirit of our land grant mission. Dr. Lenk enhanced the partnership between ASI and CSU, and acted as an ambassador of CSU's values to their clients and customers (businesses, non-profits, and government agencies along the front range of Colorado and New Mexico, and Southern Wyoming). She sincerely hopes that the externship model utilized in her sabbatical motivates more CSU faculty to partner with CSU donors, partners, and alumni in mutually beneficial service in the future.

### **College of Engineering**

#### **Scott Denning – Atmospheric Science**

Dr. Denning spent about 75% of his sabbatical leave developing new academic materials for use by CSU in both classroom and online education. In particular, he developed two new interactive courses for use by CSU Online Plus and made huge investments in the improvement of existing graduate and undergraduate courses on the global carbon cycle and climate change for the Department of Atmospheric Science. One of the most important and time-consuming parts of this work was learning to use a suite of tools for development and deployment of web-based interactive courseware. The new tools he learned to use were (a) the programming language R; (b) a related package called “shiny” for development of interactive content on web pages; and (c) the widely-used web content management system WordPress.

All of these teaching modules allow the student or researcher to simply manipulate model parameters or states and see instant visual results as changes in the behavior of the Earth system. In addition, each module contains a full discussion of the physics or biogeochemistry involved, including derivations of the relevant equations. He has used the new web-based teaching modules in two new courses he developed for CSU Online Plus and to revamp his graduate-level course. He is currently reworking the undergraduate offering for the Spring 2014 semester.

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### **Anthony Maciejewski – Electrical and Computer Engineering**

Dr. Maciejewski's sabbatical had multiple components that touched on all aspects of CSU's faculty mission (teaching, research, and outreach). He spent a portion of his time devoted to integrating a robot from CSU's mechanical engineering department into his Articulated Motion Laboratory so that it would be used in existing and future robotics classes. He continued to advise/co-advise his nine Ph.D. students.

In terms of scholarly output, his release from administrative duties allowed him to contribute to the publication of nine journal articles and five conference papers, as well as submit two proposals, one of which was funded by the NSF for \$850,000.

Dr. Maciejewski was able to collaborate in person with robotics researchers in Australia. He was awarded an appointment as an honorary professor at Deakin University and spent time collaborating with multiple researchers at their Centre for Intelligent Systems Research. These collaborations were particularly fruitful, resulting in two journal papers, one conference paper, and two grant submissions to Australian agencies. This collaboration is on-going with weekly teleconferences. He was also selected as a MERIT Visiting Scholar at the University of Melbourne, where he gave an invited lecture and is pursuing mutual research, with the potential for a visit by one of their postdocs to CSU in the coming year.

### **Daniel Olsen – Mechanical Engineering**

During the Fall 2012 semester Dr. Olsen worked at a Spanish engine company, Guascor in their research and development facility in Minano, Spain. The company was recently acquired by a U.S. company, Dresser-Rand, with whom Dr. Olsen had previous research connections. Guascor (now Dresser-Rand Guascor) is well known for development of high efficiency engines and is a leader in development of renewable gaseous fuel (digester gas, producer gas, and landfill gas) engines. At the Fort Collins company, New Belgium brewery, a Guascor engine is used to generate electricity from digester gas derived from spent grain. The engines are widely used for distributed power generation from digester gas on dairy, poultry, and hog farms.

DR. Olsen worked in areas of overlap between his research program and on-going engine development efforts at Guascor. His work at Guascor was in the following areas:

- Design of industrial gas engines for operation on alternative gaseous fuels (producer gas, digester and landfill gas, shale gas, etc.)
- Development of precombustion chamber ignitions systems for industrial gas engines to extend lean limit
- Assessment of power generation engines response to transient loading
- Measurement and analysis of aldehyde emissions from gaseous engine in reference to current and pending regulations

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- Optimization of engines and application of exhaust after treatment systems to meet current and future emissions standards

The collaboration with Guascor provided valuable professional development in Dr. Olsen's primary research area, industrial gas engines. Working closely with engineers at Guascor, he was able to see how problems are approached differently from a manufacturer's perspective. Economic analysis carries significant weight and is usually done first. With many research projects in research institutions economic considerations are often ignored or an afterthought. The experience has opened new pathways for future funding and proposal collaboration with Guascor and the parent company, Dresser-Rand. They are interested in installing an engine in Dr. Olsen's lab for research and development purposes. This would be part of a larger goal of Dresser-Rand's to expand Guascor engine share of the U.S. distributed generation market. The work with Guascor and a U.S. distributor, Martin Machinery, has led to a conference paper that was presented in April, "Operation of Internal Combustion Engines on Digas for Electricity Production". The conference was in Denver and was put on by the Livestock and Poultry Environmental Learning Center. Finally, the sabbatical experience will benefit students when he shares technical details and examples in class. The experience and additional material will serve to enhance his teaching, especially in courses that deal with internal combustion engines.

### **Qiang (David) Wang – Chemical and Biological Engineering**

Dr. Wang spent most of his sabbatical leave in the Polymer Theory research group directed by Dr. Kurt Kremer in the Max Planck Institute for Polymer Research (MPI-P) in Mainz, Germany. There are more than 60 members in his group, providing ample opportunities for interaction and collaboration. Dr. Wang's research at MPI-P was focused on two specific topics and two manuscripts (one on each topic) are currently in preparation for publication in peer-reviewed academic journals.

During the rest of his sabbatical leave, Dr. Wang visited the following research groups to seek and develop research collaborations:

- Prof. Baohui Li's group at Nankai University, Tianjin, China;
- Prof. Friederike Schmid's group at Johannes Gutenberg University, Mainz, Germany;
- Prof. Marcus Muller's group at University of Gottingen, Gottingen, Germany;
- Prof. Lijia An's group at Chinese Academy of Sciences Changchun Institute of Applied Chemistry, Changchun, Jilin, China.

He gave four invited talks, attended a workshop and mini-symposium as well as the weekly Polymer Theory group seminars and weekly public seminars at MPI-P.

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### **College of Liberal Arts**

#### **Eric Aoki – Communication Studies**

Dr. Aoki returned to the community site of his doctoral dissertation to conduct a longitudinal, ethnographic investigation into the rural, small town of Biola, CA in the Central San Joaquin Valley of CA, a small town composed of predominantly Mexican American community members. He conducted observations of community and place for several weeks and ultimately began to conduct interviews once cleared by Colorado State University's Institutional Review Board (IRB). This sabbatical allowed Dr. Aoki to return to his doctoral dissertation collection site to begin a new collection phase of fieldwork observations and intensive interviews which continued through the summer of 2013. Additionally, he began transcriptions and analysis while continuing to collect additional 30 – 45 minute interviews from volunteer residents of Biola, CA. In addition to fieldwork collection-based activities, Dr. Aoki used the sabbatical time to update his academic reading and literature review notations for use in future publications.

The sabbatical project will lend itself to (a) publication submissions regarding research outcomes of the proposed cultural site and community members under study as well as (b) publication submissions on methodological and researcher reflexive insights from returning to a fieldwork site (i.e., potential new insights, new outcomes, and more seasoned perspectives on the role and practices of conducting ethnographic field research over time). The sabbatical allowed him the opportunity to hone his voice as a researcher/expert in the ethnography of communication by accruing more time “in the field”. Already this spring semester, the sabbatical has allowed him to return to his SPCM 334: Co-cultural Communication classroom and spend time lecturing about communication practices and cultural insights gleaned from this small, rural/agricultural community composed of predominantly Mexican American community members. The research is directly connected to cultural diversity concerns and methodological and theoretical issues that he teaches about in his undergraduate and graduate classes. Students have already become the beneficiaries of this new knowledge in the classroom through this new field work experience. Initial emerging themes from the data set as well as photos of the landscape and general country community and its members engaged in festival and community activities have already become the focus of one lecture on cultural space, demographics, and the cultural practice of celebration, nostalgia, and community identity.

#### **Andre Archie – Philosophy**

Dr. Archie used his sabbatical to revise (according to reviewers' suggestions) the monograph that will be published by *Springer*. The monograph is titled *Humbling Ambition: Plato's Alcibiades Major*.

This sabbatical provided benefit to Dr. Archie in that it enhanced his professional growth. Working on the monograph has broadened his knowledge of the field and his area of expertise.

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In addition to keeping abreast of the latest research within his field so that his monograph will be as comprehensive as possible, he has and will continue to discuss chapters from the monograph in various scholarly venues. Sabbatical has also provided an opportunity to consult with some of the leading scholars within his field of expertise.

The preparation of his monograph for publication has enhanced Colorado State University's reputation. The monograph consists of original research. During sabbatical such research was presented at various scholarly conferences sponsored by The Society for Ancient Greek Philosophy and The Society for Ancient Greek Political Philosophy. Dr. Archie's students have benefitted from the practical and detailed knowledge of ancient Greek philosophy that the sabbatical and monograph have provided. Such knowledge has and will continue to inform each of his classes.

### **Philip Cafaro – Philosophy**

Dr. Cafaro's main sabbatical project was to finish writing a book titled The Progressive Argument for Reducing Immigration into the United States. This was completed and the manuscript is currently under review by the University of Chicago Press. He also brought out a new book from University of Georgia Press, co-edited with Eileen Crist, titled Life on the Brink: Environmentalists Confront Overpopulation. These two book projects are part of an ongoing effort to work out the implications of taking seriously limits to growth, and on specifying the political and institutional reforms necessary to create truly ecologically sustainable societies.

During his sabbatical, he also published or wrote numerous scholarly articles on these topics, and delivered half a dozen talks on them in a wide, interdisciplinary variety of venues. He began a three-year term as president of the International Society for Environmental Ethics, took on the position of book review editor (and editorial board member) for Biological Conservation, a prestigious scientific journal, and reviewed book manuscripts for several leading university presses, including Cambridge and Chicago.

### **Joe Champ – Journalism and Technical Communication**

Dr. Champ spent his sabbatical continuing his work on the "Montana Challenge" project, a textual analysis of newspaper coverage of fish and wildlife issues over a 50 year period. Champ used the first half of the sabbatical to finish data analysis of what ended up being 4,500 texts. The second half of the sabbatical afforded him the opportunity to begin drafting the book he intends to serve as the research report. Champ had hoped to be done with his first draft of the book by the end of the sabbatical, but could only complete half of the manuscript. A School of Global Environmental Sustainability fellowship award (course buyout) is helping Champ continue his sabbatical experience into the spring semester. He continues to work hard on his analysis and draft writing and plans to complete the "Montana Challenge" project by the end of summer.



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### **Matthew Cooperman – English**

Dr. Cooperman’s sabbatical was spent working on numerous projects, most particularly a seventeen-part Feature on the American poet John Taggart for the international journal *Jacket*, and his book of interviews *Questioning (the) Witness: Interviews in Contemporary Poetry and Poetics*. The former project is a culmination of five years of study on Taggart, and a gathering of work from specialists in the field of Objectivist poetics. The latter is a long-standing book project. Progress included working on new, unfinished, or unedited interviews, namely a new interview with John Taggart; a revised interview with poet, historian and memoirist Peter Balakian; and edited work on interviews with leading poets Rosemarie Waldrop and Jane Miller. Such attentions and/or correspondence with the said authors has resulted in an international reprint of Dr. Cooperman’s two Rosemarie Waldrop interviews in the journal *Cahier Critique de Poesie*, edited by leading French poet Jean Davie. In addition, further research, expansion and editing of the long, introductory essay, “Notes toward a Definition of Witness: A Poetics,” made the sabbatical period quite productive. All of this work is toward the goal of publication.

In addition, Dr. Cooperman used his time away to begin a new project, a hybrid memoir reflecting on a period of travel in Costa Rica and Nicaragua, entitled *Jungle Book: A Memoir of Abilities*. A collaborative project with his wife, the poet Aby Kaupang, this unusual book focuses on the surprising abilities of their daughter – diagnosed on the autism spectrum—to thrive in difficult third world settings. This project is well along, with a number of individual “poems” from the project beginning to be published in national journals.

### **John Gravidahl – Art**

Dr. Gravidahl set out to complete a series of 25 images to be used for educational content on the subject of childhood literacy. This collection, to later be named the *Reading Room Series*, was intended to complement his previous award winning *Lunchroom Series* that addressed childhood nutrition. Both series are intended for educational market consumption. The concept, creation, and execution of this new work represent his continued participation in the professional environment that his students must see before they enter it themselves.

Although the *Reading Room Series* is a part of Dr. Gravidahl’s larger creative interest in educational subjects, it stands alone in the new ways he integrated content, typography, and color. He experimented with new formal visual themes and opened up the cast of animal characters used to communicate positive attitudes about reading to young readers. This series has already earned meaningful recognition. Six images were accepted for Gold Medal honors and publication in the internationally respected publication *GRAPHIS Poster Annual 2014*. He is now in the process of preparing all 25 images for presentation on his website.

Dr. Gravidahl spoke at three international graphic design events. He delivered a 3-day workshop for the *Congreso Mundial de Diseno* in Queretaro, Mexico to a group of Latin-American graphic

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design students on the life and work of Jose Guadalupe Posada. He attended the numerous artist presentations and discussions scheduled for this conference. He served as a Visual Arts Juror for the 2012 Taiwan International Student Design Competition in Taipei. After their jury duties, each of the 12 jurors then presented their work to an inclusive student/professional audience. His involvement in this event allowed him to establish new contacts with leaders in Visual Art, Product Design, and Animation from Australia, Brazil, China, Great Britain, Italy, Japan, Korea, Taiwan, and Slovenia. As a result of these meetings he was invited to create a poster for exhibition to be shown in Taiwan.

The benefits derived from his activities include the international exposure of his new work. He is using his creative work to relate the expectations and professional practices that his students will encounter as professionals in visual communication. He is able to share his experiences from sketches to final publication/exhibited work with unusual credibility.

### **Mohammed Hirchi – Foreign Languages and Literatures**

During his sabbatical, Dr. Hirchi held a Fulbright Multi-Country grant for comparative research on the “Reconfiguration of Metropolitan Urban Space in Jordanian and Moroccan Cinemas”. He lived in Amman, Jordan for four months where he conducted research at the Royal Film Commission and conducted interviews with filmmakers, producers, and scholars. He gave six presentations and participated in a roundtable discussion while there. He was able to visit a number of Study Abroad sites for the prospects of establishing partnership with the University of Jordan where some of CSU Arabic students may go to improve their language and culture skills.

Dr. Hirchi then conducted research for four months in Morocco at the Centre Cinematographique Marocain and the National Library. He attended several conferences in different parts of the country. He published two articles and revised a book manuscript that will be submitted shortly. He presented conference papers in Saudi Arabia, Qatar, Jordan, and Egypt.

### **Michael Hogan – Sociology**

During his sabbatical, Dr. Hogan wrote two first author manuscripts based on externally funded research conducted in the Sociology Department’s Center for the Study of Crime and Justice (CSCJ).

He analyzed data for and wrote two technical reports for two currently funded CSCJ projects. One was on a complete technical report on a public opinion survey for the Colorado State Patrol. The other was a report on the quantitative data analysis on robberies and burglaries of pharmacies. In addition, he attended an international conference on environmental crime and victims.

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This work has value to CSU in that it enhances the visibility and reputation of the CSCJ, the Sociology Department, and Colorado State University in general. However, there is also potential financial value to this work. By producing quality products for external funding agencies and publishing from that work it creates greater opportunities for the CSCJ to bring in additional funding in the future. This benefits not only the center, but also the department, the college, and the University.

### **Jason LaBelle – Anthropology**

Dr. LaBelle used his sabbatical to focus his efforts on his existing research program related to the ancient Native American foragers of the Great Plains and the Rocky Mountains of Colorado. He was very productive in completing several publications as well as a public debut of his documentary film “Stone and Steel on Top of the World.”

He travelled to the American Museum of Natural History in New York City for Collections research. In particular, he studied the papers and collections of Richard Snodgrass who completed archeological survey and excavations in Colorado and Oklahoma between 1929 and 1931. He examined the AMNH collections from the Happyville bone bed, a bison kill in Yuma County. His research revealed new information about the site, and he will be able to incorporate these materials into a larger, final report on this work. He also, travelled through Wyoming, Montana, Alberta, and Saskatchewan to examine buffalo jumps and rock art sites throughout the northern Great Plains.

Dr. LaBelle organized a study of the Wenborg steatite pot, a soapstone vessel recently discovered by a young person near Horsetooth Reservoir. He invited the PaleoResearch Institute to conduct residue and charcoal analysis of the pot. Thus far, he has obtained a mid-18<sup>th</sup> century date for the pot and is awaiting other results. This will lead to a publication on this very rare find.

He was the keynote speaker for the “Archaeology with Altitude event in Dubois, WY, presented the results of his research to the Indian Peaks Chapter of the Colorado Archaeological Society in Boulder, and conducted a major NAGPRA (Native American Graves Protection and Repatriation Act) consultation regarding human remains at CSU.

This sabbatical was beneficial in the following ways: 1) allowed time away from service requirements to the Anthropology Department, 2) allowed time away from his teaching load, 3) provided extra time to devote to his research and to think about his work (research/teaching/service) plan for the next six years, and 4) provided the ability to interact with new scientists at the American Museum of Natural History which will prove invaluable for future endeavors.

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### **Thomas Lundberg – Art**

Dr. Lundberg’s fall sabbatical leave allowed him to travel to London, where he participated in a book launch and accompanying exhibition. As a visiting artist at the Royal School of Needlework, he researched and photographed historic textiles and decorative arts at Hampton Court Palace. The museums and galleries of London provided an immersion in the history of art and decoration, and in contemporary art and design. He also researched these topics during a side trip to Madrid, where he was able to explore potential exhibition opportunities. In the studio, Dr. Lundberg continued his work with stitched textiles and had time to create drawn and painted panels.

As one of the artists represented in the book launch exhibition, Dr. Lundberg was able to see his art in proximity to works by British artists and to interact with an international audience – invaluable experiences that provided new understanding of viewer response. He renewed and solidified professional relationship with several British artists, scholars, and exhibition organizers, and made new connections with other people working in his field. The trip to Spain allowed him to meet exhibition organizers at Creativa Madrid and to learn particular requirements involved with any future exhibition options there.

Museum research provided him with several design strategies for using color and pattern inspired by historic potter, textiles, and interiors. Time in his own studio allowed him to explore these sources as points of departure for new works. Concentrated periods of time in the studio accelerated his usual pace of experimentation with technique and composition, and provided a new direction for future exhibitions.

### **Paola Malpezzi Price – Foreign Languages and Literatures**

Dr. Malpezzi Price researched and wrote on the life and accomplishments of Elizabeth Robins Pennell, an American-born writer who spent over thirty years in Europe. One of the desired outcomes of this work is its publication in a new edition of Robins Pennell’s travelogue entitled *Two Pilgrims’ Progress: from the Fair Town of Florence to the Eternal City of Rome* published in 1886.

In order to better pursue this project, Dr. Malpezzi Price spent three months in Italy, researched articles or chapters written on Robins Pennell as an art critic and as a writer on ‘the Philosophy of Food’ as she labeled this subject matter, and wrote and revised two drafts on her life and accomplishments: a shorter version for the introduction to a new edition of the text, and a longer and more “academic” version for a literary journal. Together with her husband, Dr. Malpezzi Price retraced the steps (or the wheels) of the Pennell’s’ 1884 bicycle ride from Florence to Rome, and while she did not ride a one-speed tandem tricycle as they did, she rode 21-speed single bicycles. She followed their itinerary as closely as possible.

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Back in Fort Collins, Dr. Malpezzi Price started a promising conversation with Wolverine Press for the publication of a new edition of *Two Pilgrims' progress, From Fair Florence to the Eternal City of Rome*, with her introduction and other information about the itinerary and tourism by bicycle. She accepted the invitation to send a polished longer version of the manuscript for publication in a special 2013 edition of *Lingua Romana*, a literary/cultural studies journal published by Brigham Young University. She also accepted invitations to speak to two book groups in Fort Collins and to the Brigham Young University community in March and in April 2013 about Elizabeth Robins Pennell.

The benefit of this research and its publication resides in the possibility to increase, through publications and presentations, the general public's knowledge of women's accomplishments in domains in which women were not active, such as in the sport of bicycle touring and in art criticism, as represented by Robins Pennell's eclectic and brilliant career and life.

### **Gary Moody – Music, Theatre, and Dance**

Dr. Moody's sabbatical project involved creating digital copies in the Finale notation program of 422 Bach chorales in a grand staff format, with soprano and alto appearing in the upper, treble staff; and tenor and bass parts in the lower, bass staff. The selection of works was restricted to those chorales where the singers were singing the same words at the same time, thus eliminating chorales that were more contrapuntal in character. This digital format allows for easy manipulation of the material, (ex. Transposition) as well as the ability to readily sound an audio playback of the work. The project also completed a harmonic and non-harmonic tone analysis of each chorale. The 422 chorales were then printed as .pdf files and collected into a single document in the order of the BWF (*Bach Werk Verzeichnis* or Bach Work Catalog) numbers.

As each chorale analysis was completed, a survey of the work was conducted, making note of the presence of different types of harmonic vocabulary and non-harmonic tones, as well as making note of unusual, if any, root movements. Additionally, the voice ranges for each of the voices for each was noted as well as sequence of cadence types and modulating keys. This survey was entered into a spreadsheet, allowing it to be searched for specific vocabulary as well as sorted for differing queries and comparisons. This becomes a valuable tool for searching for examples of Bach's use of chord types, non-harmonic tones as well as a tool to determine in a more objective manner what vocabulary is typical for Bach.

The project has already produced benefits not only with an increase in Dr. Moody's own understanding of 18<sup>th</sup> century voice leading practice, but also with how he selects and presents material to his theory classes. The database has allowed him to thoroughly search this broad collection of work and select the most-appropriate examples to present in his theory courses.

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### **Stephen Mumme – Political Science**

The principal objective of Dr. Mumme's sabbatical was to develop a book manuscript addressing the politics of water on the U.S.-Mexico border since the ratification of the landmark 1944 Water Treaty between the United States and Mexico. He undertook archival research at the U.S. National Archives in College Park, Maryland. He then spent time digesting these and previously gleaned archival materials and conducting further research on the implementation of the 1944 treaty in the period 1945 – 1975. He began writing the early chapters of what will eventually be an eight chapter manuscript.

In addition to the research and writing required by the border water politics book, the sabbatical afforded Dr. Mumme time to complete or advance various other research projects, including revisions on a co-authored book chapter on Mexican border environmental policy, a co-authored book chapter addressing the impact of climate change along the Southwest border of the United States, a co-authored chapter on the politics of water along the U.S.- Mexico border, and two journal articles that have been submitted for review.

One of his doctoral students labored to complete her dissertation in advance of the pending statute of limitations for completion of her program. Dr. Mumme reviewed the final chapters and a number of drafts of the final product and scheduled her doctoral defense. This was followed by final polishing of the completed dissertation. He continued to advise several masters students on matters related to their thesis proposals.

He served as an invited faculty member at the United Nations University Center for Comparative Regional Integration Studies, Summer School and Research Symposium at the University of Luxembourg. He also accepted an invited opportunity to serve as a panelist on a session that was part of a two-day workshop on Mexican Water Policy organized by Mexico's National Water Commission which took him to Mexico City for a period of three days.

During the same period, Dr. Mumme was privileged to accept an invitation to participate in a three day Rosenberg Forum on the Management of the Mackenzie River Basin in Vancouver, British Columbia. The Rosenberg Forum, based at the University of California, Berkeley, is one of the most prestigious independent organizations conducting high level professional assessments of critical water management problems across the globe and is highly respected among multi-lateral organizations, environmental organizations, and world governments.

This sabbatical was beneficial as measured in research productivity, professional development and pedagogy. With respect to research, it provided time to develop the outline and complete the research and writing of three chapters of a book, complete research, writing, and revisions on three book chapters and two journal articles. In the area of professional development, it afforded the opportunity to engage with colleagues in research and pedagogical activity at the University of Luxembourg's CRIS Summer School as well as participating in the National Water

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Commission Workshop in Mexico City and with the Rosenberg Forum in Vancouver. These activities enabled Dr. Mumme to learn more of European regional cohesion theory with applications to North America, enhance his knowledge of contemporary Mexican water policy, and develop his knowledge of trans boundary water management approaches in Canada and North America. The research and professional development have already contributed to course enhancements at the undergraduate and graduate levels, contributing to lectures on trans boundary water diplomacy along the U.S.-Mexico border in an undergraduate course and to lectures and readings assigned in his graduate seminar.

### **David Mushinski – Economics**

This sabbatical afforded Dr. Mushinski blocks of time to complete two papers and submit them to journals. He subsequently revised and resubmitted both of the papers. He was able to expand his research of analyses of the rising caesarian section rates in the United States and around the world. Insights gained while undertaking this research will lead to two more papers. The final benefit of this uninterrupted block of time was to learn how to extract data from a large, complex microeconomic dataset. He expects to use the data for various health-related analyses, for dissertation work by graduate students, and in his graduate courses.

### **Lori Peek – Sociology**

Dr. Peek used her sabbatical to complete a book manuscript and several scholarly publications. She had another edited volume that was released during her sabbatical, which she actively promoted through various speaking engagements at universities and other institutions.

Dr. Peek has an active research agenda, and traveled to several disaster-affected and disaster-threatened places to survey and interview children, parents, and other potentially vulnerable populations. Specifically, she traveled to Joplin, Missouri, which was devastated by a tornado in 2011; to hurricane-and oil spill-affected communities in Alabama, Mississippi, and Louisiana; to areas likely to be massively disrupted by climate-related disasters in Vietnam, and to communities that were badly damaged in Superstorm Sandy in New York and New Jersey. She served as a co-applicant for several new funding proposals, all written during her sabbatical leave. Notably, she and her co-investigators received a \$2.1 million grant from the Baton Rouge Area Foundation, which will allow for the ongoing assessment of children's health in oil spill-affected communities along the Gulf Coast and for the creation of a new youth recovery and empowerment program.

In addition to her research, Dr. Peek continued to serve on doctoral, master's and undergraduate honors committees while on leave; to fund graduate students and to mentor undergraduate research assistants through the Center for Disaster and Risk Analysis; and to co-present and co-publish with her mentees. She continued her service and outreach on behalf of the university

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through taking on leadership roles in various national and international disciplinary organizations.

### **Jeffrey Snodgrass – Anthropology**

Dr. Snodgrass' sabbatical leave allowed him to bring to completion a number of projects and to make significant progress on others. In particular, the sabbatical had the benefit of allowing him time to process research data and write, revising some manuscripts to successful publication and writing and submitting new ones in various stages of publication and revisions. As a result, during the time of his sabbatical, he had three articles and book chapters appear (after submitting minor revisions and completing copy-editing, etc.), five articles submitted and accepted for publication, three articles submitted (one asking for revisions, one revised but rejected and thus to be resubmitted to another journal, one awaiting an editorial decision), two articles ready to submit, and others in different stages of preparation.

In his research on human displacement and health resilience in India funded by the National Science Foundation, he was able to conduct field research. He presented on this research in San Francisco at the annual American Anthropological Association meetings. He also presented several papers on this research to cultural psychiatrists, critical neuroscientists, and global mental health specialists in Montreal at McGill during a series of special seminars and colloquia he attended. In his online research, he was able to read relevant literature, meet with collaborators and jointly analyze data, and prepare numerous manuscripts for publication.

Dr. Snodgrass was able to delve further into “neuroanthropology” and “cultural neuroscience”. He read deeply in these fields and attended the Culture, Mind, and Brain: Emerging Concepts, Methods, and Applications conference at UCLA. This occasion allowed him to meet relevant scholars in these fields, with many promising leads for future research projects. He was able to rework a few of his course syllabi, feeding these new literatures and ideas into them.

### **Dimitris Stevis – Political Science**

Dr. Stevis proposed three goals for his sabbatical leave. First, he hoped to complete a long term project on the implementation of International or Global Framework Agreements. This project was completed and the report will be published electronically by Friedrich Ebert Foundation. Along with this report, the Foundation will print an executive summary version.

The second goal was to initiate a new project on the future of International Framework Agreements. This project is well on its way and involves the collection of additional material on the subject. It also resulted in one chapter and one article, both under revision in light of reviews.



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The final goal was to advance a more recent project on labor unions and the environment. This project continued unfolding and has resulted in one forthcoming chapter and one forthcoming article (both refereed). In addition to progress made on all three of his goals, Dr. Stevis completed one chapter and one article based on a collaborative project on Colorado's New Energy Economy which are under review. With his coeditors, he completed and submitted for review a draft of the second edition of "Palgrave Advances in International Environmental Politics". He also co-authored a chapter on international environmental justice, transparency and international investment, forthcoming by the MIT Press.

### **Peter Taylor – Sociology**

Dr. Taylor devoted his sabbatical leave to the study of water governance in the American West. He was able to develop a new area of research on water issues, to complete primary and secondary research in the Colorado River Basin, and to lay a foundation for future work in the sociology of water. He did research related to three water research projects: 1) an individual research project on the sociology of environmental flow governance on the Colorado River in Colorado; 2) a collaborative Colorado Water Institute-led, USDA-funded research project on agricultural water security in the seven state Colorado River Basin; and 3) a collaborative research project on an historic problem of cross-border groundwater trading and U.S.-Mexico negotiations on salinity.

The sabbatical leave has resulted in one forthcoming co-authored journal article in *The Journal of the Southwest*, a sole authored *Colorado Water* article, an agricultural water security interview synthesis report on which he is the lead author, and the outlining of several single and multiple author articles to be completed and submitted to academic journals during the next year. He is Co-PI on a new USDA three year grant to study barriers to agricultural water conservation in the Colorado River Basin, a project that emerged directly out of the findings of the first USDA agricultural water security project mentioned above.

### **Deborah Thompson – English**

In her sabbatical request, Dr. Thompson stated her desire to continue to develop as a creative nonfiction writer, and anticipated writing several essays of a creative/critical nature on human-animal relations. The sabbatical allowed her to do just that and much more. She wrote and published seven creative nonfiction essays and completed three additional essays. She tried her hand at fiction, and wrote a first draft of a novel, tentatively titled "Ghost Tiger". She would now like to revise that draft once more before seeking an agent, and hopes to accomplish that rewrite, along with drafting a book proposal soon. The book has already placed as a finalist in the Sante Fe Writers Project novel-writing contest.

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Dr. Thompson spent a good deal of time reading up on the teaching of creative nonfiction writing, as she anticipates upcoming retirements of key creative nonfiction professors in the department.

### **Elizabeth Tropman – Philosophy**

Dr. Tropman conducted the research and writing for several projects in ethics. She started and completed the article, “Varieties of Moral Intuitionism”, which has been conditionally accepted for publication in *Journal of Value Inquiry*. A conference paper of the same title has been accepted for presentation at the upcoming meeting of the Pacific Division of the American Philosophical Association. She completed the research for a second article, “Evolutionary Debunking Arguments: Moral Realism, Constructivism, and Explaining Moral Knowledge” and this paper is now forthcoming in the journal *Philosophical Explorations*. Further, she analyzed data for a paper on teaching in higher education, and completed this paper. The paper, “In Defense of Reading Quizzes”, has been accepted for publication in *international Journal of Teaching and Learning in Higher Education*.

In addition to completing these three forthcoming articles, she conducted research for new projects, including a critical project on moral objectivity, and read broadly in her field.

### **Fernando Valerio-Holguin – Foreign Languages and Literatures**

Dr. Valerio-Holguin finished his research project *Dominican-American Writers*. He is planning to publish and present partial results of his research in diverse venues. He has published two articles on the subject: *Dominican-American Writers: Hybridity and Ambivalence* and *Julia Alvarez: In the Time of Butterflies*. During his leave, he revised, rewrote, and increased the number of pages of both articles. He also wrote four new chapters: “The Brief Wondrous Life of Junot Diaz’s Characters”, “Angie Cruz. Life in the Hyphen”, “Loida Maritz Perez. The Lost Rural Paradise”, and “Nelly Richard and the Populist Romance”.

By increasing his own understanding of the historical and cultural factors involved in the emergence and continued presence of immigrants from the Dominican Republic in the United States, his students will profit from the greater depth he will be able to bring to the classroom in this area.

### **Mary Van Buren – Anthropology**

During her sabbatical leave, Dr. Van Buren accomplished three major objectives in addition to a variety of other research, teaching, and service tasks. First, she devoted the majority of her time to conducting research on the Vanoli artifact collection which is stored in the Department of Anthropology at Colorado State University. She co-authored a manuscript on this research with a former graduate student.

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Second, Dr. Van Buren travelled to her research site in Bolivia to inspect a collection of artifacts stored there and to evaluate the feasibility of conducting a future project on heavy metal contamination of alluvial sediments and work spaces from historical mining. This information was used to draft an NSF proposal.

Finally, Dr. Van Buren travelled to Washington to serve on the panel that reviews Collaborative Research Grants. She served as an external reviewer for a tenure and promotion case at the University of North Carolina, Charlotte and as a regular committee member for a doctoral student at the University of Texas at San Antonio. She was an outside committee member for a Master's student in the Public History program at CSU. Finally, she served as chair for the Greiner committee in the Department of Anthropology and reviewed manuscripts for the *Journal of Archaeological Science* and *Historical Archaeology*.

### **Mary Vogl – Foreign Languages and Literatures**

This sabbatical allowed Dr. Vogl to complete a book project on art criticism and artist-writer collaborations in Morocco and to finish revising articles in her area of specialization, francophone studies. She conducted research in libraries and interviewed scholars. She shared her work with colleagues at three conferences overseas and two national conferences in the United States.

Dr. Vogl was also able to increase her knowledge in a field she was beginning to explore, eco-criticism and literature of the environment, in preparation for teaching a capstone seminar on this topic in the spring and for publishing on French-language eco-writing.

### **College of Natural Sciences**

#### **Zinta Byrne – Psychology**

During her sabbatical leave, Dr. Byrne visited the London School of Economics and Political Science, London, United Kingdom; University of Nice-Sophia Antipolis, Nice, France; Stellenbosch University, Stellenbosch, South Africa.

Her activities while on sabbatical included the following:

- Presentation of research on employee engagement
- Designed and launched new research (including data collection)
- Research analysis including progress on ongoing NSF grant
- Writing on research and books; signed a book contract for a solo-authored book on employee engagement, to be completed by December 2013 and published in early 2014.
- Learned new approaches and models for teaching

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- Learned new strategies for research
- Met with students and faculty at the host universities; provided resources to students for developing research on engagement and reviewed research studies. Provided teaching materials for faculty at host universities.
- Consulted with two organizations on strategies for improving employee engagement; was able to collect data for a project that at least two doctoral students have been able to use, in addition to their collaboration.

### **Bryan Dik -- Psychology**

The purpose of Dr. Dik's sabbatical leave was twofold: (1) to develop a new approach for training counseling psychology graduate students in the delivery of career counseling services, pairing traditional career assessment and counseling offered through the Psychological Service Center (PSC) with use of an online computer-assisted career guidance system (CACGS); and (2) to build the infrastructure needed to establish a large database of psychological attributes of students and jobseekers which would be used for research.

To accomplish these objectives, Dr. Dik oversaw the development of a new CACGS – the jobzology VIP assessment (currently available through [www.jobzology.com](http://www.jobzology.com)) – that will form the basis of the new career counseling training program he will introduce to students in the Fall of 2013. The CACGS system also offers a means of collecting data for what ultimately will be a massive database of career-related traits and attitudes.

These efforts benefit CSU by establishing a new, university-supported career assessment system useful in practice and research, and that directly benefits CSU students by providing them with cutting-edge training experiences and access to a rich source of data for research. The benefit to his professional development lies in the value of jobzology VIP assessment for collecting rich data useful for ongoing research on career decision-making and planning.

### **Ellen Fisher – Chemistry**

Professor Fisher spent the summer and fall in the Department of Chemistry at the University of Bari in Bari, Italy. She was a visiting professor in the research group of Professor Pietor Favia and spent extensive time working with researchers of the CNR Institute of Inorganic Methods and Plasmas (IMIP-CNR) that is housed within the Department. The overarching goal of this sabbatical was for Dr. Fisher to increase her expertise in the general area of materials with biological function or that are biocompatible. Her focus during the five months she spent in Bari was on synthesizing three dimensional polymeric scaffolds to be used as substrates in a range of biomaterials applications including tissue engineering. As part of this work, Dr. Fisher also developed expertise in biological assays for performance and evaluation of materials that have promise for use in biomedical applications. In addition, Dr. Fisher took advantage of the Favia

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group's extensive work in the development of novel plasma reactors, working with a reactor that employed translating electrodes.

To enhance her sabbatical, Dr. Fisher applied to a new National American Chemical Society (ACS) program, Global Research, Experiences, Exchanges, and Training (GREET), which is designed to encourage new international collaborations. She and her Ph.D. student, Mr. Jeffrey Shearer, were selected as one of five mentor-student teams to participate in the 2012 ACS-GREET program, allowing Mr. Shearer to spend 8 weeks in Bari, working alongside Dr. Fisher and the Favia group.

The research begun during this sabbatical has already been translated to new projects and collaborations in the Fisher group at CSU and a new undergraduate/graduate course on analysis of biomaterials is being developed.

### **Greg Florant – Biology**

The first part of Dr. Florant's sabbatical was spent preparing for the 2012 Hibernation Symposium that was held in Semmering, Austria. He attended the meetings and presented a paper and served as a co-author on two others. Following the symposium, Dr. Florant stayed at the Department of Integrative Biology and Evolution and University of Veterinary Medicine in Vienna, Austria to work with collaborators there. They are in the process of analyzing data collected on the fatty acid composition of Dormice prior to breeding and prior to hibernation.

During his time in Austria, he also went to Groningen (The Netherlands) and presented a seminar at the Department of Animal Behavior and Chronobiology. He attended the Ford Foundation Fellowship meeting and was a presenter and moderator in the symposium and attended the Senior Ford Fellow meetings to help organize the senior Ford Fellows Conference.

He returned to CSU and worked in his lab preparing samples for his trip to the University of Arizona, Medical School where he worked analyzing tissue samples from marmots and ground squirrels that had undergone torpor bouts the previous year. The results are currently being written up with his collaborators.

The next six months were spent in the Biology Department at Georgia State University as a Distinguished Visiting Professor. He is working with collaborators there to continue a seasonal study. They hope to publish at least a couple of papers from the results. During this time he also gave professional seminars at Georgia State, Auburn University, and the University of North Carolina, Charlotte.

During the year, Dr. Florant worked on several papers, one of which is currently in revision and another which has been submitted. He served as a consultant on a NSF proposal submitted by

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Dr. Hannah Carey (University of Wisconsin). He is in the process of writing a NSF pre-proposal.

### **LeRoy Poff – Biology**

The main focus of Dr. Poff's sabbatical was to further develop his expertise in the area of "environmental flows", defining the needs of river ecosystems for fresh water. This knowledge is used to contribute to river conservation and sustainable management by engaging social scientists and policy makers. He had a contractual agreement with a major non-governmental organization (Conservation International) to work with them for three months on the issue of freshwater sustainability under climate change. As part of this agreement, he spent two weeks in Oregon with key staff to develop conceptual foundations and then time in the Washington, D.C. area at the Conservation International main office. While in D.C. he interacted with key individuals and institutions as part of an effort to advance the incorporation of ecological knowledge in the water resources management and financing decision making.

He travelled to Germany to visit colleagues at the Global Water Sustainability Project in Bonn, with whom he co-authored a publication. He also presented an invited talk at the international conference "Water in the Anthropocene," which has resulted in a separate publication. A third publication is near completion.

As a direct outgrowth of his partnership with Conservation International, he led on the writing of a proposal to the National Science Foundation's National Socio-Environmental Synthesis Center in Annapolis Maryland. This proposal was one of five funded.

### **Steven Strauss – Chemistry**

Dr. Strauss spent the first two month in Dresden, Germany and spent nearly every day working with two of his collaborators at the Leibniz Institute for Solid-State and Materials Research. They performed spectro-electrochemistry experiments on fluorinated compounds previously prepared by his graduate students at CSU as well as writing two new manuscripts for publication (one has been submitted, the other will be soon). During his time in Dresden, Dr. Strauss gave three invited lectures, two at the Leibniz Institute and one at the University of Erlangen-Nuremberg.

The next two months were spent in Berlin at the Institute for Analytical and Inorganic Chemistry at the Free University. There he worked with a longtime collaborator performing inorganic synthesis experiments with fluorinated boron cluster reagents previously prepared by one of his graduate students. During the time he was in Berlin, he gave three invited lectures, one at the Free University, one at the Helmholtz Institute/Humboldt University, and one at a Symposium on Fullerene Chemistry at the IFW Dresden. In addition, he visited the laboratories of two potential collaborators in the greater Berlin area.

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The benefits derived from his sabbatical are: (1) Dr. Strauss performed research at two world-class research institutes and carried out experiments with new chemical compounds prepared in his lab at CSU using instrumentation and facilities not available to him at CSU; (2) Dr. Strauss wrote/revised manuscripts for publication with two collaborators and his graduate student; (3) Dr. Strauss gave six invited lectures at four research institutions in Germany and actively recruited potential graduate students and postdocs for his research program at CSU; and (4) Dr. Strauss discussed potential new collaborations with scientists at two laboratories, one of which has already been initiated.

### **Diana Wall – Biology**

Dr. Wall used her fall semester sabbatical to complete the final edits on her book and contribute to a co-edited book. Additionally, she worked on a Biodiversity Initiative for the CSU School of Global Environmental Sustainability. She worked with colleagues to outline and write several manuscripts on our long-term experiments in the McMurdo Dry Valleys, Antarctica, and participated in some meetings on the report by the NSF Blue Ribbon Panel.

Dr. Wall benefitted professionally in three ways: 1) she proposed an international symposium for the International Ecological Congress in London that was accepted, 2) she finished working on two chapter manuscripts both published during her sabbatical and worked with her postdoc to complete another manuscript on the extreme events of warming in the Antarctic Dry Valleys, and 3) she used a significant amount of time looking at data from CSU's Kansas Konza soil carbon experiment.

In addition to publishing three scholarly research papers and editing and co-editing two scholarly books, she worked with her students and postdocs, one of whom was a Fulbright scholar from Spain, and together they organized her lab to address an ecological question and write a large global analysis paper. This will be published this fall and the authors include CSU undergraduates, graduate students and postdocs.

### **Robert Williams - Chemistry**

Dr. Williams spent his sabbatical in Japan as a JSPS Long-term Scholar; a prestigious grant. He was based in Yokohama, Japan. During his stay in Japan, he visited thirty-three Universities, and nineteen pharmaceutical companies delivering a total of fifty-six invited lectures.

Dr. Williams has several important collaborators in Japan and established two new collaborations while he was there. These collaborations have become extremely important to his extramural research grant funding activities. In addition, he has had numerous Japanese scholars join his laboratory over the years as post-doctoral fellows and two new post-doctoral researchers will be joining his laboratory this year as a result of his sabbatical in Japan.

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### **Warner College of Natural Resources**

#### **Brett Bruyere – Human Dimensions of Natural Resources**

The focus of Dr. Bruyere's sabbatical was on *leadership*, as a result of his many roles in the HDNR Department and the Warner College of Natural Resources. He participated in four formal trainings, read and reviewed nine books and four articles on leadership.

Dr. Bruyere interacted personally with 17 individuals including numerous NGO leaders from six countries, all of whom work or study in a role of conservation leadership. In many instances these were in-person meetings that involved site visits to understand a highly visible or imminent conservation issue and the leadership strategies needed to address them. He conducted an on-line survey of 28 more individuals. All of these visits helped to illuminate the characteristics that are common to many conservation challenges on the planet and the leadership strategies necessary to address them.

Dr. Bruyere also accomplished the following:

- Completed a five-year, \$2.1 million National Science Foundation grant in partnership with the National Council for Science and Environment. Unfortunately, this was not funded.
- Completed a manuscript about perceptions of wildlife by youth in Samburu, Kenya and submitted to the Journal for Eastern Africa Studies.
- Resubmitted an article to Society and Natural Resources which was accepted for publication
- Delivered a full-day training about environmental communication to the field staff of the Mauritius Wildlife Foundation.
- Developed and co-taught a 16-day undergraduate course in integrated research methods for the University of Nairobi and Colorado State University.

#### **Sven Egenhoff - Geosciences**

The activities during Dr. Egenhoff's sabbatical focused on six broader areas which were: 1) MS thesis of his graduate students, 2) industry reports, 3) cooperation projects with industry, 4) field work, 5) manuscript writing and preparation, and 6) committee activities and work for professional societies.

Three of his graduate students defended their MS thesis and he wrote eleven reports for industry partners and other funding agencies. Part of his time was used to foster relations with industry. He worked with Noble Energy on the sedimentology of a lacustrine basin in Nevada.



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Together with one of his graduate students, he conducted field work in Nevada for one of his projects. He visited and sampled Silurian outcrops together with a German scientist in Saxony, Germany. He completed writing two manuscripts for peer-reviewed journals, one of which is already published, and one in review. He wrote parts of three other manuscripts that are going to be completed soon.

Dr. Egenhoff continued his work on the GSA Educational Committee and helped with the AAPG annual meeting in Pittsburgh, PA.

### **Monique Rocca – Ecosystem Science and Sustainability**

Dr. Rocca was able to begin to develop expertise in the area of *ecoinformatics* and the analysis of large environmental datasets. She was also able to take advantage of some unanticipated opportunities to develop new projects in other areas. These new projects include and interdisciplinary study on the causes and consequences of burn severity patterns in the High Park Fire, and research on the ecological impacts of forest disturbances in the future climate.

While many of the projects initiated during this sabbatical are in their early stages, they bring the potential for high-profile publications and provide ideas for future lines of research and competitive research proposals. She hopes to develop a course for Ecosystem Science and Sustainability and Ecology graduate students on the analysis of large ecological datasets.

### **Julie Savidge – Fish, Wildlife, and Conservation Biology**

Dr. Savidge used her sabbatical to become more active in brown treesnake research in Guam. This snake has decimated the native birds on Guam and threatens other island birds. She worked closely with the USGS Fort Collins Science Center on various aspects of brown treesnake research. During her sabbatical she was able to take extended trips to Guam, collaborating with her post-doc on projects he is leading and spending time with her graduate student studying the effects of roads on landscape-level movement of the brown treesnake. A total of six manuscripts related to her research were published or accepted pending completion of edits. Additionally, she helped USGS develop a Science Support Partnership proposal to USFWS on determining the level of brown treesnake suppression needed on the Guam National Wildlife Refuge to support the persistence of reintroduced avian species. The proposal was approved.

Another goal of her sabbatical was to try and develop some new research directions. She conducted a pilot project on invasive little fire ants on Guam, and USGS will be supporting a continuation of this research. Finally, a good deal of time was spent writing, in collaboration with a colleague from Rice University, a proposal in response to a call from the Strategic Environmental Research and Development Program (SERDP). The proposed research would focus on assessing how fruit dispersal has been disrupted with the loss of birds and bats on Guam and how this important ecological function might be restored.

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Dr. Savidge visited the island of Saipan, consulting with biologists of the Commonwealth of the Northern Mariana Islands about various issues. Additionally, she spent time in the field with personnel mist-netting various birds as part of the Mariana Avifauna Conservation Program. This is a partnership between several zoos and the CNMI with the goal of preserving unique birds on Saipan and elsewhere should brown treesnakes become established.

### **University Libraries**

#### **Nancy Hunter, Coordinator of Acquisitions and Metadata Services**

Ms. Hunter's sabbatical was spent working with the librarians and data managers at the University Corporation for Atmospheric Research (UCAR) in Boulder, CO on issues surrounding research data management and curation. As a premier research facility on Atmospheric Science research, her experiences were confined to scientific research data; in specific earth sciences data.

Ms. Hunter prepared for her sabbatical by enrolling in the only three general classes in the Department of Atmospheric Sciences through the College of Engineering offered to undergraduates without prerequisite. This was done to help build her understanding of the scientific research data generated and managed at UCAR. Additionally, she attended workshops, webinars, and did background reading on data management issues in general and in Earth Sciences in general prior to beginning her sabbatical.

She started her sabbatical by attending the workshop for the Digital Curation Education in Research Centers (DCERC) program that was offered to UCAR interns (master's and graduate students in the School of Information Sciences at the University of Tennessee, Knoxville and the Graduate School of Library and Information Science at the University of Illinois at Urbana-Champaign. The workshop was a three-day series of programs introducing UCAR, what it does, and how it is organized. Each student was paired with a data manager and a scientist. Her experience at UCAR was less structured and, given that it was considerably longer, gave her the freedom to explore opportunities as they arose.

At UCAR, Ms. Hunter met with UCAR research scientists and data managers in formal group meetings and less formal conversations. Additionally, she was able to talk with other researchers and data managers from other disciplines in workshops and meetings held in Denver and at UCAR. Through these meetings and conversations she was able to hear and observe firsthand the types of issues these seasoned professionals experienced, and sometimes still need to address, around data management. She participated in focused interviews with scientists who are part of a research group within UCAR that do not have a data archive at their disposal. In addition to the experiential learning based on talking with and observing researchers and data managers at UCAR, she attended several workshops and webinars regarding data management data citation, data lifecycles, and data policies.

Fairly early on in her sabbatical she realized that 'data management' is a huge concept, and possibly one beyond the ability to gain any kind of deep understanding during a six month sabbatical. Instead, she thought about where she wanted to expend her energies and effort within the large scope of 'data management', and which of those areas would be most beneficial to CSU and CSU Libraries. She concluded that delving into the issues of policies around data management would be where she would

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concentrate her efforts. To that end, she began exploring the literature on data management and discovered that very little meaningful literature addresses policies around data management. She has since started to collect publicly available data policies on the web. Her next step will be to contact data archives (institutional and disciplinary) and ask them to share their data management policies. This research will result in an article that describes current data policies from many data archives and will serve as a base for CSU and other institutions to develop their own policies.

CSU is in the beginning stages of discussing the data management needs of the CSU research community. This sabbatical gave Ms. Hunter a solid understanding of the issues around data management, and she is prepared to work with faculty and administrators to have a campus conversation on this topic.

### **Merinda McLure, Health and Human Sciences Librarian**

As CSU's Health and Human Sciences Librarian, Dr. McLure is responsible for supporting six academic areas, all with graduate-level programs. During her sabbatical, she completed two graduate-level research methods courses which valuably expanded the knowledge that she may bring to her research consultations and instruction sessions with students and faculty/instructors.

In addition, she completed the design of, received IRB approval for, and began data collection (interviews) for a small qualitative study concerning faculty/instructor perceptions of librarian-authored research skills tutorials. She plans to complete the remaining interviews and data analysis and publish a manuscript reporting this study.

Together, her coursework, interviews, and the related reading and research completed during the sabbatical complemented her additional activity authoring and collating online tutorials for students in the academic areas she serves. She created ten brief tutorials that she has made available, along with tutorials created by others, via her online guides for students. With the skills and knowledge acquired through this work she is now equipped to integrate the ongoing creation and revision of tutorials into the suite of supporting services that she provides to students and faculty/instructors.

**BOARD OF GOVERNORS**  
**February 12-14, 2014**  
**Colorado State University-Global Campus, Greenwood Village**

**Friday, February 14, 2014**

**Board of Governors Working Breakfast with the CSUS Leadership Team  
and CSU-Global Campus Institutional Leadership** **7:30 a.m. – 9:00 a.m.**

**BOARD MEETING – CALL TO ORDER** **9:00 a.m. – 2:00 p.m.**

1. **Public Comment** (*10 min.*) 9:00 a.m. – 9:10 a.m.
2. **Board Chair’s Agenda** (*10 min.*) 9:10 a.m. – 9:20 a.m.
3. **Executive Session** (*1 hr.*) 9:20 a.m. – 10:20 a.m.
4. **Committee Reports** (*20 min.*) 10:20 a.m. – 10:40 a.m.
  - A. **Audit and Finance Committee** (Dennis Flores, Chair) (*10 min.*)
  - B. **Academic and Student Affairs Committee** (Rico Munn, Chair) (*10 min.*)
5. **Approval of Resolutions and Consent Agenda** (*5 min.*) 10:40 a.m. – 10:45 a.m.

**Consent Agenda Items:**

A. Colorado State University System

- Minutes of the December 2, 2013 Evaluation Committee Meeting
- Minutes of the December 2, 2013 Audit and Finance Committee Meeting
- Minutes of the December 2, 2013 Real Estate/Facilities Committee Meeting
- Minutes of the December 2, 2013 Academic and Student Affairs Committee Meeting
- Minutes of the December 3, 2013 Board of Governors Breakfast Meeting
- Minutes of the December 3, 2013 Board of Governors Meeting

B. Colorado State University

- Posthumous Degree
- Faculty Manual Change – Section C.2.1.3.2
- Faculty Manual Change – Section C.2.1.9.3
- Faculty Manual Change – Section C.2.1.9.5.d
- Faculty Manual Change – Section C.2.3.1.e
- Faculty Manual Change – Section E.9
- Faculty Manual Change – Section E.10.3

C. Colorado State University-Global Campus

- Approval of Degree Candidates – Winter 2013 C Term (ending 3/2/2014)

**6. Faculty and Student Representatives’ Reports** (*1 hr.*) **10:45 a.m. – 11:45 a.m.**

A. Faculty Reports

- CSU-Global Campus: Faculty Report – Presented by Nella Anderson (*10 min.*)
- CSU-Pueblo: Faculty Report – Presented by Frank Zizza (*10 min.*)
- CSU: Faculty Report – Presented by Alexandra Bernasek (*10 min.*)

B. Student Reports

- CSU-Global Campus: Student Report – Presented by Brad Schiffelbein (*10 min.*)
- CSU-Pueblo: Student Report – Presented by Vanessa Emerson (*10 min.*)

Colorado State University System  
Board of Governors Meeting Agenda  
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- CSU: Student Report – Presented by Nigel Daniels (*10 min.*)

Lunch (*30 min.*) 11:45 a.m. – 12:15 p.m.

**7. Presidents' Reports and Campus Updates** (*40 min.*) 12:15 p.m. – 12:55 p.m.

A. CSU-Global Campus: President's Report – Presented by Becky Takeda-Tinker (*10 min.*)

B. CSU-Pueblo: President's Report – Presented by Lesley Di Mare (*10 min.*)

C. CSU: President's Report – Presented by Tony Frank (*20 min.*)

**8. Chancellor's Report** (*1 hr.*) 12:55 p.m. – 1:55 p.m.

**9. Board Meeting Evaluation** (*5 min.*) 1:55 p.m. – 2:00 p.m.

**Adjournment** **2:00 p.m.**

**Next Board of Governors Board Retreat/Meeting:** May 8-9, 2014 – Colorado State University, Fort Collins

# Section

1

## Public Comment

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# Section

## 2

### Board Chair's Agenda

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# Section

3

## Executive Session

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# Section

4

## Committee Reports

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# Section 5 Consent Agenda

- A. Colorado State University System
  - Minutes of the December 2, 2013 Evaluation Committee Meeting
  - Minutes of the December 2, 2013 Audit and Finance Committee Meeting
  - Minutes of the December 2, 2013 Real Estate/Facilities Committee Meeting
  - Minutes of the December 2, 2013 Academic and Student Affairs Committee Meeting
  - Minutes of the December 3, 2013 Board of Governors Breakfast Meeting
  - Minutes of the December 3, 2013 Board of Governors Meeting
- B. Colorado State University
  - Posthumous Degree
  - Faculty Manual Change – Section C.2.1.3.2
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  - Faculty Manual Change – Section C.2.3.1.e
  - Faculty Manual Change – Section E.9
  - Faculty Manual Change – Section E.10.3
- C. Colorado State University-Global Campus
  - Approval of Degree Candidates – Winter 2013 C Term (ending 3/2/2014)

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
EVALUATION COMMITTEE MEETING MINUTES  
Colorado State University System Office, Denver  
December 2, 2013**

**CALL TO ORDER**

Board Chair Dorothy Horrell convened the Board of Governors at 8:04 a.m. and asked President Becky Takeda-Tinker to introduce the new CSU-Global Campus representatives. President Takeda-Tinker introduced Dr. Nella Bea Anderson, the new faculty representative, and Brad Schiffelbein, the new student representative. After CSUS General Counsel Michael Nosler administered the oath of office for the new representatives, Board Chair Horrell asked Committee Chair Mary Lou Makepeace to convene the Evaluation Committee.

Committee Chair Makepeace called to order the Evaluation Committee meeting at 8:08 a.m.

**ROLL**

**Committee members present:** Mary Lou Makepeace, Chair; Mark Gustafson, Vice Chair; Dennis Flores; Dorothy Horrell; Scott Johnson; Ed Haselden; Demetri “Rico Munn; Joseph Zimlich; Michael Nosler, CSUS General Counsel (assigned staff).

**Governors present:** Nella Bea Anderson, Faculty Representative, CSU-Global Campus; Alexandra Bernasek, Faculty Representative, CSU; Frank Zizza, Faculty Representative, CSU-Pueblo; Nigel Daniels, Student Representative, CSU; Brad Schiffelbein, CSU-Global Campus.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU; Rich Schweigert, CSUS Chief Financial Officer.

**System Staff present:** Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Committee Chair Makepeace explained the committee would be addressing personnel-related issues and indicated the campus Presidents would participate in the executive session. She asked CSUS General Counsel Nosler to read the meeting into executive session. General Counsel Nosler read the meeting into executive session for the purpose of discussing and evaluating public officials and professional staff employees of the Board relating to all matters set forth and made confidential pursuant to C.R.S. § 24-6-402 (3) (b) (I) (2013). **Motion/Action:** The motion was made, seconded and carried unanimously to convene in Executive Session. The executive session and committee meeting adjourned at 8:55 a.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
AUDIT AND FINANCE COMMITTEE MEETING MINUTES  
Colorado State University System Office, Denver  
December 2, 2013**

**CALL TO ORDER**

Committee Chair Dennis Flores called to order the Audit and Finance Committee meeting at 8:58 a.m.

**ROLL**

**Committee members present:** Dennis Flores, Chair; Joseph Zimlich, Vice Chair; Ed Haselden; Alexandra Bernasek, Faculty Representative, CSU; Nigel Daniels, Student Representative, CSU; Allison Horn, CSUS Director of Internal Auditing (assigned staff); Rich Schweigert, CSUS Chief Financial Officer (assigned staff).

**Governors present:** Dorothy Horrell; Mark Gustafson; Scott Johnson; Mary Lou Makepeace; William Mosher; Demetri "Rico Munn; Nella Bea Anderson, Faculty Representative, CSU-Global Campus; Vanessa Emerson, Student Representative, CSU-Pueblo; Brad Schiffelbein, Student Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Michael Nosler, CSUS General Counsel.

**System Staff present:** Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

**Guests:** Jon Bellum, Provost, CSU-Global Campus; Derrick Dobbin, Controller, CSU-Global Campus; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Kyle Henley, Director of Denver PR, CSU; Kathleen Henry, President/CEO, Colorado State University Research Foundation; Blanche Hughes, Vice President of Student Affairs, CSU; Steve Hultin, Facilities Director, CSU; Nancy Hurt, Managing Director, Colorado State University Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU; Lynn Johnson, Chief Financial Officer, CSU; Rick Kreminski, Acting Director of Institutional Research, CSU-Pueblo; Don Marostica, Board Member, CSURF; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Paul Orscheln, Vice President of Academic and Student Affairs, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU; Jeremy Podany, Career Center Director, CSU; Kristy Proctor, Interim Dean of Graduate Studies and Research, CSU-Pueblo; Carl Wright, Provost, CSU-Pueblo.

**AUDIT REPORT**

Committee Chair Flores reviewed the audit agenda items and asked Allison Horn, CSUS Director of Internal Auditing, for her report.

***Fiscal Year 2013-14 Audit Plan:*** Ms. Horn reported there was one report issued since the last meeting on tax issues. The auditor assigned is a former tax accountant who understands IRS issues related to higher education. The report indicates there is generally a system of controls that are documented and

communicated. Six recommendations were made to strengthen internal controls and decrease risks. Ms. Horn reviewed the three audits in the final stages and the other five audits that are currently in progress.

***Past Due Recommendations:*** Ms. Horn reported there was only one past due recommendation for the College of Veterinary Medicine and Biological Sciences to allow the new Dean the opportunity to formulate the strategic plan. The target date for completion is January 2014.

***Internal Audit Department (IAD) Update:*** Ms. Horn reported two software programs have been implemented and staff has been trained. Due to technical difficulties, the programs are not yet being utilized and the issues should be resolved in the near future. The software will be used to automate testing and work paper documents. The IAD is in the process of diversifying professional certifications. A staff person has passed the examination to become a certified fraud examiner and another employee will be taking the examination to become a certified information systems auditor. When asked about the turnover during the past year, Ms. Horn confirmed that all positions are filled and staff is adapting well to higher education.

## **FINANCE REPORT**

Committee Chair Flores reviewed the finance agenda items and asked Rich Schweigert, CSUS Chief Financial Officer, for his report.

***State Budget/Capital Update:*** Mr. Schweigert reported the Governor has submitted to the legislature a recommendation to increase higher education funding by \$100 million with \$68 million for the operating fund and \$42 million in financial aid. The initial reaction of the Joint Budget Committee appears to be positive.

Mr. Schweigert reported the chemistry building at CSU is ranked #3 out of 31 projects on the Colorado Commission for Higher Education's (CCHE) recommended prioritized capital list that was submitted to the Governor's Office. The chemistry building project was not selected by the Governor's Office. There is a movement centered on encouraging the legislature to fund the first 20 items on the CCHE list that would include a new animal sciences building at CSU and a psychology building at CSU-Pueblo.

***Performance Funding for Higher Education:*** Mr. Schweigert outlined the CCHE performance funding requirements stipulated in Senate Bill 11-52 with targets to be implemented in FY 2015-16 if higher education funding is restored to the 2009 level of \$706 million. With the recent recommendation to increase funding, the performance funding level would be at \$600 million. The Colorado Department of Higher Education is working on a model to distribute the performance funding. A percentage of new funding above the \$650 million mark would be distributed based on a to-be-determined formula in four broad areas.

Within the CSU System performance contract, there are parameters with specific metrics for each of the campuses. Chancellor Martin commented on how the Presidents have demonstrated that the parameters within the contract fit with what is being done strategically on the campuses.

***South Metro Initiative:*** Mr. Schweigert reported the initiative is moving forward with an internal group that has representation from each campus and is being led by Dean Ajay Menon, CSU College of Business. Planning is on-track to begin offering in 2014 a systems engineering certificate and CH2M Hill has offered use of its facility at the Denver Tech Center. Nursing and business programs are anticipated to begin in the fall of 2014 and a general studies degree will not be offered. Chancellor Martin reported discussions with the Colorado Department of Higher Education have confirmed that the CSU System is

within the parameters of the CSUS performance contract to extend degrees in the South Metro location and, since the contract is a System contract, each campus can participate.

Mr. Schweigert explained a strategy has been developed in concert with fundraising efforts in the South Metro area for matching support from the business community. Longer term partnerships, including advisory groups, are being developed for consultation with the business community on an ongoing basis. Kyle Henley, CSU Director of Public Relations, explained the marketing for the engineering program has been done through the South Metro Chamber of Commerce and on a one-to-one basis with companies in the South Metro area. A branding exercise with an outside consultant has been completed and a creative piece utilizing the naming strategy of CSU Denver South is being developed.

President Becky Takeda-Tinker, CSU-Global Campus, reported legislators from South Metro Denver are being contacted. CSU President Tony Frank explained that systems engineering is already being offered face-to-face in Fort Collins with more demand than supply. The expectation is there will not be a problem filling the classes to be offered in the South Metro initiative.

Mr. Schweigert commented on the short term strategy to work with the large corporations and to develop a hospital partnership to launch the nursing program. After 24 months, based upon assessment of the South Metro initiative, a more formal marketing strategy would be initiated. Chancellor Martin commented on efforts to find a private match for the \$500,000 funds from the CSU System that were approved by the Board. The Charles Schwab Corporation is building a campus and has offered its education pavilion for the business program. The South Metro initiative will be organically grown and there exists a potential for additional degree programs.

Mr. Kyle Henley, CSU Director of Denver PR, confirmed that the degrees to be offered will be through the campus providing the majority of classes. Mr. Schweigert explained the tuition for the engineering and nursing programs will be based upon the tuition schedules for CSU and CSU-Pueblo respectively, and the tuition for the business degree has not yet been determined.

In response to a question on potentially building a facility, Mr. Schweigert pointed out the CSU System was approached by business leaders in South Metro Denver to provide services. A developer has expressed interest in providing a possible site and the site plan is very preliminary. The focus has been on getting the programs operational.

Governor Haselden commended the Chancellor and Presidents for proceeding cautiously and in an organic growth mode. He reflected on how the CSU-Global Campus was launched. The South Metro Initiative could be a major impact for the citizens of Colorado and meet the needs of a segment of an unserved population.

***Quarterly Financials:*** Mr. Schweigert explained the process to close out FY 2013 with the financial information to be shared with the State Auditor and then reviewed by the legislature to officially release the CSUS financials. The financial issues at CSU-Pueblo have been discussed with the Board and will be addressed.

President Takeda-Tinker explained the CSU-Global Campus accounting department has been restructured with a controller, assistant controller and senior accountant. She introduced Derrick Dobbin, the new controller. Mr. Dobbin expressed his pleasure to be working at CSU-Global Campus and with the Board and the other campuses.

Mr. Schweigert commended Lynn Johnson, the CSU Chief Financial Officer, and her staff for the assistance in closing out FY 2013 and acknowledged the work of the CSU-Pueblo staff. When asked about a the drop in public service support from 2012 to 2013, Ms. Johnson explained the Colorado State Forest Service is under CSU and the state legislature moved the fire suppression activities away CSU into a new separate state agency.

**Campus Budget Updates:** Mr. Schweigert indicated President Frank and President Takeda-Tinker would provide updates and an update on CSU-Pueblo will be provided at the February meeting.

President Frank reviewed the tuition parameters of the draft FY 2015 CSU budget and commented on the \$10.8 million state funding impact. The expenditures include proposed salary increases of 2.5% for faculty and administrative professional staff and 3% for state classified personnel, and a 1% increase in the defined contribution plan. President Frank explained the campus process to develop the budget through the strategic plan review activities and the planning and budget hearings from each of the vice presidential divisions and academic colleges.

When asked about the impact from the Affordable Care Act, Amy Parsons, CSU Vice President of Operations, explained the CSU health care plan is deemed affordable under the law and should not be affected in terms of employees shopping for new plans. Modeling for FY 2015 includes some increased costs which are not deemed significant. The premiums have not been increased in three years.

When asked about projections and the long-term view with the state budget structural problems and increased expenses, President Frank explained strategies include base-funded reserve accounts for deferred maintenance and enrollment management. The request by the Governor's Office to limit tuition increases for resident undergraduates to 6% or less as part of the funding package is part of the budget modeling.

President Frank commented on the challenges in terms of student debt and tuition to maintain access and affordability to higher quality education. He noted the tendency to combine data into generalized statements about student debt load across the different segments of the higher education industry that includes public, private and for-profit institutions. Chancellor Martin remarked that CSU is a very high quality, affordable option. The areas being tracked are debt per student on average and default rates on that debt. With both high debt and high default rates, there is the potential for universities to lose federal support. President Frank recounted statistics on student debt load by public, private, and for-profit institutions and the impact of declining state funding per student.

Chancellor Martin commented that, without going into details, the deficit at CSU-Pueblo was greater than anticipated and CSU-Pueblo is not alone in experiencing a downturn in enrollment which is both a state and national issue. President Di Mare and her team are developing a detailed plan for long-term sustainability at CSU-Pueblo that will be brought to the Board in February.

President Takeda-Tinker reported CSU-Global Campus is on-track financially. Last year's operating margin was 35% and this year is projected to be 33% with the 2% difference due to the new initiatives and funding for the Venture Capital Fund. New initiatives include underserved market outreach and scholarships for students who will exceed their lifetime federal financial aid limit before they graduate. Additionally, for FY14, class sizes have been reduced which will result in an increase in faculty expenses, and the new Student Support Department has been added to ensure student readiness and retention. For its FY14 budget, CSU-Global projects that enrollment and retention goals will be met and that there will be no increase in tuition.

**Bond Financing:** Mr. Schweigert reported a bond sale is scheduled for December 17<sup>th</sup> if the Board approves the 8<sup>th</sup> supplemental resolution to the master bond resolution. The sale amount should not exceed \$150 million; the additional annual maximum payment would be \$10 million; and total System debt would be increased from \$628 million to \$777 million. The projects to be funded will all be State Intercept-backed which allows the bonds to be sold at the State's rating.

President Frank reviewed the five projects for the bond sale and explained how the payments will be funded. When asked how projects are brought forward, he reviewed the process that begins with the annual retreat of the Council of Deans and the President's Cabinet where there is discussion on the physical infrastructure of the campus and the strategic direction of the campus including new projects, renovations and deferred maintenance. When asked if each project has an endowment for deferred maintenance, President Frank explained there is a formula for mandatory costs that is built into the budget for each construction project.

When asked about the seismic code adjustment for the Lory Student Center renovation, Steve Hultin, CSU Director of Facilities, explained how Colorado is in a seismic zone that was not known at the time of the original construction and design. Seismic requirements will be taken into consideration with future renovations or expansions.

Mr. Schweigert explained the 8<sup>th</sup> supplement resolution, when approved, is the preliminary official statement on the Board's representation to the investment community. The actual statement is being completed and will be posted around December 9<sup>th</sup> or 10<sup>th</sup>. Investors will then be able to review the statement and contact the CSU System with questions. **Motion/Action:** Governor Haselden recused himself from the vote due to a possible conflict and indicated he would also recuse himself from the vote at the Board meeting. Governor Zimlich made the motion to forward the 8<sup>th</sup> supplement resolution to the Board for approval. The motion was seconded and carried

**Reserve Reports:** Mr. Schweigert explained that the annual report was provided in the Board book and explains how funds were dedicated during the past year.

Ms. Johnson explained that the different CSU fund groups begin with unrestricted net assets as of the end of the fiscal year; compensated assets related to accruals of vacation and sick leave are added back for a cash balance; internally restricted funds are not available for the university expenditure; and there are budget decisions made during the year relative to reserves. There is policy whereby units can request, if they have additional funds left at the end of the year, a certain amount of their budget can be carried forward at the end of the year. There is a robust process around those decisions to allow units to carry money forward and the funds are typically related to commitments made to future faculty members coming online. President Frank explained the basic philosophy of the 1.5% carry-forward for each unit to create a balance between zeroing out the budget with rushed decisions to expend resources and start-up commitments.

Ms. Johnson pointed out the Education and General Funds (E&G) balance increased to \$34 million as of 6/30/13 which reflects the goal to increase unrestricted funds by 3% annually. Responding to a question, Ms. Johnson explained how investments at the State Treasurer are at book value until taken to market. At year end, the State Treasurer provides information to mark those investments to market based upon the State's portfolio.

When asked about plant funds, Ms. Johnson explained there are funds that are restricted for projects being built or completed and units can plan for major renovations in the future by holding plant funds in



reserve. Funds held in reserve are to be used for the designated projects or must go through the President's Operations Committee to get approval to move out funds.

President Frank explained how the academic enrichment program line was established in 1998 with \$30 million in insurance recovery after a flood event. By Board action, the reserve account was designed to be a reserve account for one-time expenditures with the goal of long-term positive academic impact.

President Di Mare reported CSU-Pueblo has a total of \$13.2 million in unrestricted net assets. When asked about the Walking Stick and KTSC reserves that have been used, Mr. Schweigert explained how the internally restricted funds resulted from the sale of property or rights and, in the past, a portion was expended for operations. Current Board policy states that funds for real estate purposes cannot be used for operations. When asked about the building projects at CSU-Pueblo, President Di Mare reported the groundbreaking should occur in February or March for the academic building and later in the year for the Occhiato University Center.

Mr. Schweigert reported the summary on the CSU Systems reserves reflects what is dedicated to the South Metro Initiative. When asked why there was not a reserves report for CSU-Global Campus, President Takeda-Tinker indicated a similar report could be developed. CSU-Global Campus fund balances include \$16 million in the savings account, \$4 million in operating account, and \$1 million for bad debt in scholarships. CSU-Global Campus does not have an endowment. The suggestion was made to present a report at the same time next year with the other campuses in a similar format.

***Municipal Leasing Report:*** Mr. Schweigert reported the Board book contained the annual municipal leasing report for CSU that highlights how CSU determines what amount is available for municipal leases. President Frank explained there essentially two separate financing mechanisms defined in the report: a line of credit and the municipal leasing system. The line of credit is tax exempt; requires annual approval by the Board; and is administered through the Colorado State University Research Foundation (CSURF). The municipal leasing item does not require re-approval and reflects incorporation of the suggested change from a fixed cap amount to a fixed portion of budget which is one-third of one percent that allows the program to grow. The program provides a mechanism to pay off large equipment over multiple years. Both programs are available to all CSU System campuses.

In response to a question, Ms. Johnson confirmed that equipment is attained on a lease-purchase basis and is owned when the lease is retired. When asked about CSU-Pueblo utilizing the programs, Ms. Johnson explained CSU-Pueblo has used the line of credit but not the municipal lease program. Kathleen Henry, CSURF President/CEO, remarked the programs will be explained in more detail to Presidents Takeda-Tinker and Di Mare and their staff.

**Motion/Action:** Governor Zimlich made the motion to forward for Board approval the reauthorization of the line of credit. The motion was seconded and carried.

With no further business to come before the Audit/Finance Committee, the meeting was adjourned at 10:35 a.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES  
Colorado State University System Office, Denver  
December 2, 2013**

**CALL TO ORDER**

Committee Chair Scott Johnson called to order the Real Estates/Facilities Committee at 10:50 a.m.

**ROLL**

**Committee members present:** Scott Johnson, Chair; William Mosher, Vice Chair; Ed Haselden; Vanessa Emerson, Student Representative, CSU-Pueblo; Frank Zizza, Faculty Representative, CSU-Pueblo; Kathleen Henry, President/CEO, Colorado State University Research Foundation (assigned staff).

**Governors present:** Dennis Flores; Dorothy Horrell; Mark Gustafson; Mary Lou Makepeace; Demetri “Rico Munn; Joseph Zimlich; Nella Bea Anderson, Faculty Representative, CSU-Global Campus; Alexandra Bernasek, Faculty Representative, CSU; Nigel Daniels, Student Representative, CSU; Brad Schiffelbein, Student Representative, CSU-Global Campus.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**System Staff present:** Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

**Guests:** Jon Bellum, Provost, CSU-Global Campus; Derrick Dobbin, Controller, CSU-Global Campus; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Kyle Henley, Director of Denver PR, CSU; Blanche Hughes, Vice President of Student Affairs, CSU; Steve Hultin, Facilities Director, CSU; Nancy Hurt, Managing Director, Colorado State University Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU; Lynn Johnson, Chief Financial Officer, CSU; Rick Kreminski, Acting Director of Institutional Research, CSU-Pueblo; Don Marostica, Board Member, CSURF; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Paul Orscheln, Vice President of Academic and Student Affairs, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU; Jeremy Podany, Career Center Director, CSU; Kristy Proctor, Interim Dean of Graduate Studies and Research, CSU-Pueblo; Carl Wright, Provost, CSU-Pueblo.

**EXECUTIVE SESSION**

Committee Chair Johnson convened the meeting and indicated the first item of business was the executive session. **Motion/action:** Governor Zizza moved to convene in executive session. The motion was seconded and carried. General Counsel Nosler read the meeting into executive session for the purpose of discussions relating to the purchase of property for public purpose or sale of property at competitive bidding if premature disclosure of such transaction would give a competitive advantage to the other party, confidential pursuant to C.R.S. § 24-6-402 (3) (a) (I) (2013). The committee reconvened in open session at 11:50 a.m.

## **LAND ACQUISITION**

Committee Chair Johnson asked President Frank to review the first action item. President Frank explained the recommendation for CSU to purchase three parcels of property from the Colorado State University Research Foundation. Sources of funding for the purchase would include the land endowment income account, the academic enrichment program fund, and the real estate investment fund. **Motion/action:** Governor Mosher made the motion to forward the action item for Board approval. Governor Makepeace seconded and the motion was carried.

## **PROGRAM PLAN STATUS LISTS**

President Frank reported, in response to the Board's request at the previous meeting, a status report was provided in the meeting book that identifies new program plans to be approved; past program plans approved including plans to be refreshed; and anticipated program plans. Ms. Amy Parsons, CSU Vice President of Operations, added the report contains program plans approved dating from June 2006 and identifies the primary college or department, costs and notes. Four program plans included in the report will be presented for approval at this meeting.

When asked about the length of time the approved plans are effective, Ms. Parsons responded generally five years. President Frank added plans then expire and are no longer valid program plans unless the Board renews the approval. Program plans might not be renewed for a variety of reasons, i.e., a new dean may no longer view the project as a high priority or there may be an opportunity to place a specific function within a different facility. President Frank indicated the report format can be amended as necessary and will be a standing report item for the Real Estate/Facilities Committee meetings. Suggestions were made to identify alternative funding sources in the notes and to verify the total amount of estimated costs.

## **CSU PROGRAM PLANS**

Ms. Parsons reported the meeting book contained summaries of two program plans to be presented for first-time approval and two refreshed program plans that need re-approval. Copies of the complete program plans were available for Board review and also available online on the Facilities website. The prospect for state capital funding appears to be positive and the intent is to have several projects in different price ranges ready for action should funding become available.

*Center for Agricultural Education:* The Center is a \$4 million project to be built at the Agricultural Research and Development Education Center and will provide dedicated shop and classroom space for agricultural education students. Currently there is no dedicated shop space and students must go to various spaces around the state. The Future Farmers of America organization has raised \$3 million for the project and the state would be asked to fund the balance. When asked about enrollment in the agricultural education program, President Frank indicated enrollment has increased during the past three years. Dr. Rick Miranda, CSU Executive Vice President and Provost, confirmed current enrollment is 30 students and 12 students graduated this past year.

*San Luis Valley Research Center:* Ms. Parsons reported the \$4.8 million project was approved in June 2007 and is being presented for renewal to submit for state funding. The project will renovate existing space and also construct 20,000 sq. ft. of new space. The center is part of a network of eight research centers around the state and is administered by the Colorado Agricultural Experiment Station.

President Frank added that a large percentage of the potatoes produced in the U.S. are grown in Colorado. The site is very actively supported by the state's potato producers with joint agreements on intellectual property and is a good example of an agricultural subsector that drives value back into the economy. When asked about lobbying coordination, President Frank responded there has been a declining influence of the rural legislative lobby and there has been no capital funding for the past five years. Property adjacent to the center had previously been purchased and added to the capacity in terms of the land and utilization of the facilities and buildings that came with the property.

*Shepardson Building:* Ms. Parsons explained the renovation and addition had been approved in June 2006 and was being presented for renewal. In addition to improvements, 36,000 sq. ft. of teaching laboratories, classrooms and studio space would be added. The building houses the horticultural and landscape architecture program and other related programs.

*Warner College of Natural Resources:* Ms. Parson reported the building is located on the main campus and the project would add 50,000 sq. ft. of new space for classrooms, laboratories and a large auditorium/meeting collaboration space. The College is soliciting donations for \$10 million or half of the estimated cost of the project and has already raised \$5 million. The funding strategy is to present the project to the state for matching funds.

President Frank explained funding models are generally flexible and, should a donor step forward for one of these projects, a different financing plan would be presented. When asked the reason the chemistry building that was approved in June 2006 was not being presented for renewal, Ms. Parsons explained the project has a longer shelf life because it is eligible for extraction taxes and thus has a dedicated source of funds. President Frank commented that a one-page fact sheet on the importance of the chemistry building is being developed. The University Facility Fee Advisory Board is considering an increase in student fees with potential interest in the biology building. The biology building is located next to the chemistry building and contracting together for those two facilities could result in potential cost savings.

When asked about the projects on the capital construction priority list, Rich Schweigert, CSUS Chief Financial Officer, explained the list was initially developed by the Colorado Commission on Higher Education and brought forward by the Governor's Office. Action by the Capital Development Committee (CDC) to develop the final list will probably not occur until February and, depending on the amount, could potentially fund several projects at CSU and CSU-Pueblo. At the request of Governor Horrell, Mr. Schweigert listed the members of the CDC.

**Motion/Action:** Governor Makepeace moved to bring forward for Board action the four program plans. Governor Daniels seconded and the motion was carried.

With no further business to come before the committee, Committee Chair Johnson asked for a motion to adjourn. **Motion/Action:** The motion to adjourn was made, seconded and carried. The meeting adjourned at 12:13 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES  
Colorado State University System Offices, Denver  
December 2, 2013**

**CALL TO ORDER**

Committee Chair Rico Munn called to order the Academic and Student Affairs Committee meeting at 12:48 p.m.

**ROLL**

**Committee members present:** Demetri “Rico” Munn, Chair; Mary Lou Makepeace, Vice Chair; Mark Gustafson; Nella B. Anderson, Faculty Representative, CSU-Global Campus; Alexandra Bernasek, Faculty Representative, CSU-Fort Collins; Nigel Daniels, Student Representative, CSU-Fort Collins; Vanessa Emerson, Student Representative, CSU-Pueblo; Brad Schiffelbein, Student Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Rick Miranda, CSUS Chief Academic Officer and CSU Executive Vice President and Provost (assigned staff).

**Governors present:** Dennis Flores; Ed Haselden; Dorothy Horrell; Scott Johnson; William Mosher; Joseph Zimlich.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**System Staff present:** Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

**Guests:** Jon Bellum, Provost, CSU-Global Campus; Derrick Dobbin, Controller, CSU-Global Campus; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Kyle Henley, Director of Denver PR, CSU; Kathleen Henry, President/CEO, Colorado State University Research Foundation; Blanche Hughes, Vice President of Student Affairs, CSU; Steve Hultin, Facilities Director, CSU; Nancy Hurt, Managing Director, Colorado State University Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU; Lynn Johnson, Chief Financial Officer, CSU; Rick Kreminski, Acting Director of Institutional Research, CSU-Pueblo; Don Marostica, Board Member, CSURF; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Paul Orscheln, Vice President of Academic and Student Affairs, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU; Jeremy Podany, Career Center Director, CSU; Kristy Proctor, Interim Dean of Graduate Studies and Research, CSU-Pueblo; Carl Wright, Provost, CSU-Pueblo.

Committee Chair Munn asked Dr. Rick Miranda, CSUS Chief Academic Officer and CSU Executive Vice President and Provost, for his report. Dr. Miranda reviewed the agenda that included five new degree programs, miscellaneous items, campus career center reports, and a report on the changes to Colorado Commission on Higher Education (CCHE) admissions standards policy.

## NEW DEGREE PROGRAMS

*Bachelor of Science, Neurosciences, CSU:* Dr. Miranda explained a new special academic unit was created the previous year to house the new Bachelor of Neurosciences degree program. The degree program will have two concentrations, molecular neuroscience and cognitive neuroscience, and requires an undergraduate thesis as a Capstone project. Although similar degrees are offered at other institutions in the state, this will be a unique program for public institutions. Student demand is expected to be robust based on surveys. New budget resources will be provided through a tuition sharing model and much of the curriculum currently exists. **Motion/Action:** Governor Zizza made the motion to forward the degree program for Board approval; Governor Makepeace seconded. After further discussion, the motion was carried.

*Bachelor of Science, Statistics, CSU:* Dr. Miranda explained the new degree program would replace the existing concentration for a mathematics major. The courses are currently being taught and there would be no budget implications. The School of Mines offers a similar degree for a different clientele. Statistics and applications have evolved during the past ten years with data requirements that has led to an increase demand for the degree. **Motion/Action:** Governor Zizza made the motion to move forward the degree program for Board approval; Governor Makepeace seconded. After further discussion, the motion was carried.

Dr. Jon Bellum, Vice President and Provost for CSU-Global Campus, reported there were three new degree programs that have been identified through specializations with high enrollments and market analysis.

*Bachelor of Science, Human Resource Management and Master of Human Resource Management, CSU-Global Campus:* Core coursework is currently offered; there is evidence of demand; and growth in the field is anticipated during the next eight years. **Motion/Action:** Governor Makepeace made the motion to forward the two new degree programs for Board approval. The motion was seconded and approved.

*Bachelor of Science, Management Information Systems and Business Analytics, CSU-Global Campus:* The management of information systems discipline has been a recognized course of study since 1972. The new degree program is focused on business analytics to assist organizations to mine data to find answers and develop strategies. The program is anticipated to exceed enrollment projections. **Motion/Action:** Governor Anderson made the motion to forward the degree program for Board approval. Governor Daniels seconded and the motion was carried.

## MISCELLANEOUS ITEMS

*Emeritus Requests Approved 2013, CSU:* Dr. Miranda explained emeritus status action was delegated to the Presidents with a report to the Board to ensure proper oversight of the process and to review the accomplishments of the emeritus faculty. Dr. Miranda highlighted the work of five emeritus faculty in the report. Governor Horrell asked Dr. Miranda to convey the Board's appreciation and acknowledgement of the contributions made by the emeritus faculty.

*Sabbatical Revisions Approved 2013, CSU:* Dr. Miranda explained the awarding of sabbaticals is delegated to the Presidents with reports to the Board to ensure proper oversight of the process and to review accomplishments. Few revisions were made to the sabbaticals previously approved and are based upon faculty members' desires to either cancel or adjust the sabbatical leave timing.

*Sabbatical Leave Recommendations for AY 2014-15 and Sabbatical Requests Approved for AY 2014-15, CSU:* Dr. Miranda reported there were 66 new recommendations which is one less than the previous year. Overall the recommendations have increased over the past five years. The increases were largely in the College of Liberal Arts, and may reflect an increased emphasis on research expectations in that college.

In response to a question on the proposed change to the Faculty Manual, Dr. Miranda explained an occurrence where a faculty member on sabbatical was unable to receive an honorarium for a training program in which the faculty member had been a long-time participant due to a clause in the faculty manual on supplemental pay. Discussion followed on the practice and frequency of faculty being on campus during sabbaticals and relief from committee duties. When asked about retirement qualifications, Dr. Miranda explained CSU has a defined contribution plan and faculty can retire at any time.

*Approval of Degree Candidates, CSU:* Dr. Miranda reported there were 2,498 degree candidates for the December 2013 commencement. **Motion/Action:** Governor Makepeace moved to approve the degree candidates on the consent agenda. Governor Daniels seconded and the motion was carried.

*Approval of Academic Calendar 2018-20, CSU:* Dr. Miranda explained the academic calendar was being refreshed with no significant changes. **Motion/Action:** Governor Johnson moved to approve and Governor Emerson seconded. There was discussion on whether the Board needed to approve the academic calendar and the decision was made to move forward with approval. Committee Chair Munn called for the vote and the motion was carried.

*Faculty Manual Change – Section F.3.4.1, CSU:* Committee Chair Munn indicated discussion had been held on the proposed change on supplemental pay during sabbatical leave. **Motion/Action:** Governor Makepeace moved to forward approval of the faculty manual change on the consent agenda. Governor Daniels seconded and the motion was carried.

*Degree Candidates, Winter 2013 A Term, CSU-Global Campus:* Dr. Bellum reported there would be 148 degrees conferred of which 48 will be graduate and 100 undergraduate. **Motion/Action:** Governor Zizza moved to forward approval of the degree candidates on the consent agenda. Governor Daniels seconded and the action was carried.

*Sabbatical Leave Report for 2012-13, CSU-Pueblo:* Dr. Carl Wright, Provost, CSU-Pueblo, reported most of the faculty achieved their sabbatical leave objectives. The purposes of sabbaticals are to refresh the faculty and to allow faculty to become more of an expert to provide students with new knowledge in a particular area.

*Sabbatical Leave Requests for 2014-15, CSU-Pueblo:* Dr. Wright reported 16 individuals were approved with those faculty who are conditional upon meeting the time requirements by the time the sabbaticals are taken indicated with an \* on the report. The authority to approve sabbatical leaves is delegated and no action was needed.

*Program Review Summary:* Dr. Wright highlighted the seven programs that were reviewed during 2012-13 and explained the purposes and review process that includes recommendations. All recommendations have been adhered to and finalized, except for the review of the Masters in Engineering that was tabled with more work to be completed during the current year.

When asked about enrollment relative to the program reviews, President Di Mare explained the program review is a periodic overall review and CSU-Pueblo will be examining enrollment and productivity. In response to a question, Dr. Wright confirmed there are technical advisory boards that include employers

to gain input on the relevancy of the programs and to ensure the programs are meeting workplace requirements. When asked if consideration is given to weaknesses or challenges identified, Dr. Wright responded those items are addressed to ensure a growing program has the necessary resources. He reported program reviews scheduled for 2013-14 include Art, Biology, CIS, History, Business and Psychology.

*Approval of Academic Calendar 2014-15, CSU-Pueblo:* When asked if there were any significant changes, Dr. Wright indicated there were none. **Motion:** Governor Daniels moved to approve and Governor Makepeace seconded. Discussion followed on a proposal to extend the calendar to 16 weeks. There was a general concurrence that the commission to examine the issue was an appropriate process and Dr. Wright was asked to convey to the faculty the Board's interest in the process. **Action:** Committee Chair Munn indicated there was a motion on the floor to approve the academic calendar and called for the vote. The motion was carried with Governor Johnson opposed.

### **CAREER CENTER REPORTS**

*CSU-Pueblo:* Dr. Wright explained the Career Center provides advisement and placement services for students and alumni and there is follow-up on success. The Alumni Association conducts surveys on a regular basis and features graduates in the alumni newsletter. Seniors are asked to provide information online; since the response rate has not been significant, the paper and pencil method has been reinstated to gather feedback. Social media is also being used to track alumni. Efforts are being made to better coordinate the data from the various entities.

Dr. Wright explained potential employers are brought on to campus to interview students, particularly for the unique programs such as the automotive industry management program. President Di Mare noted the nursing and engineering programs. Governor Emerson added there is a strong interest in business degrees. When asked how long graduates can use the Career Center's services, the response was indefinitely.

*CSU-Global Campus:* Dr. Bellum explained that CSU-Global Campus is focused on helping working adults enhance their careers by improving their current positions, seeking a promotion or changing careers. A video was shared that explained how program curriculum is developed to ensure workplace success. Prospective students work with enrollment counselors and can also speak to a career coach. After admission, students gain access to a custom-designed Career Center that is available 24/7 through a student portal with useful career management tools and continued access after graduation. Offline resources include an annual school-to-work consortium with workshops, seminars and opportunities to practice interviewing and to network. Data from recent surveys indicate 95% of CSU-Global Campus students are currently working for pay.

After the video, Dr. Bellum added that approximately 14% of students visit the Career Center every month. At any one time there are 20 to 25 faculty who participate as career coaches and students can make appointments to meet one-on-one by phone in a structured process. There were 100 students who participated in the most recent career consortium and plans are being made to increase the number at the 2014 fall consortium.

*CSU:* Dr. Blanche Hughes, Vice President for Student Affairs, introduced Jeremy Podany, the Director of the CSU Career Center. Mr. Podany distributed a fact sheet and explained the Career Center works with students and parents. Through a PowerPoint presentation, Mr. Podany explained emerging trends; the mission and myths of the Career Center; the relationship with a diverse array of companies; and the services and programs provided to connect students and companies. He reviewed 2012-13 statistics for the Career Center; the composition and outreach of the Career Center team; and the vision.



The Career Center is working with Institutional Research and the President's Cabinet to develop a survey to gather first destination data. Information on 10 factors that traditionally impact first destination success was provided and a summary of the 2012-13 first destination data indicated 70% of students secured their destination plans by graduation which is 5% above the national average. There are several mechanisms in place to receive feedback from employers. Mr. Podany shared employment data by academic colleges and, while overall all of the colleges did well, traditionally Liberal Arts graduates have a more difficult time finding employment by graduation.

Ms. Amy Parsons, CSU Vice President of Operations, announced that Mr. Podany has undertaken additional responsibilities as the Director of the Enterprise Student Partnership Program which is being funded through the CSU System Venture Capital Fund. A report is due on the new program by January 31, 2014.

### **ADMISSIONS POLICY**

Dr. Miranda asked Dr. Robin Brown, CSU Vice President for Enrollment and Access, to provide an update on the Colorado Department of Higher Education and the Colorado Commission on Higher Education review of the admissions policies for all Colorado public institutions. Dr. Brown explained the revised admissions policy is still in draft form. The overall impacts are a shift in focus to access with success and to increase the flexibility for institutions toward a holistic file review which has been the practice at CSU for the past four years.

The proposed change in the definition for a freshman would be students with less than 24 semester credit hours with admission changed from a minimum index of 50% GPA and 50% assessment scores to a holistic review with a minimum GPA, a broadened set of assessment scores, performance indicators and rigor. First-time freshmen admitted to four-year institutions would need to be college-ready as defined by the state's remedial education policy. Students scoring below the cut scores could be admitted and placed in college-level courses with supplemental academic instruction. Each campus will need to review data and define a minimum GPA, the performance assessments to be used, and definitions for rigor. The window allowing campuses to admit up to 20% of the freshmen class with students who fell below the index has been retained.

The proposed definition for transfer students would be 24 or more college-level semester credit hours with admission based on college credits without the high school transcript requirement, performance indicators including a cumulative GPA for the previous coursework completed at regionally accredited institutions and successful completion of basic skills courses. Another proposal is to give transfer students guaranteed admission to four-year institutions if an Associate of Arts or Associate of Science is completed from a regionally accredited two-year institution with a minimum transfer GPA and the two-year institution is the last institution attended prior to transfer.

Discussion will continue on the issue of priority consideration for admission of students who have completed a postsecondary and workforce readiness endorsed diploma. CSU is defined as a selective institution that gives priority consideration. CSU-Pueblo is defined as a moderately selective institution that guarantees admission for completion of the endorsed diploma.

The deadline for institutions to establish minimum admissions standards for freshmen and transfer students to submit to the CCHE for approval is December 1, 2014, for implementation in the fall of 2016. The CCHE will be meeting on December 5, 2013, to vote on the admissions policy.

When asked about the purpose of the changes, Dr. Brown explained the main reasons are the index is outdated and a disservice to students; other states have implemented admissions based on assessing the whole student rather than specific objectives; and the revisions will provide better access in order to serve every student in Colorado. CSU is the only university in Colorado who had received permission to do holistic file review instead of using the index. The percentage of students placed on probation has been reduced from 22% to 14% and CSU has done well in retention. When asked about assessment of the changes, Dr. Brown responded research will be conducted.

Committee Chair Munn asked if there was any further business to come before the committee. Hearing none, he asked for a motion to adjourn. **Motion/Action:** Governor Daniels made the motion. The motion was seconded and carried. The meeting was adjourned at 2:50 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING MINUTES  
Colorado State University System Office, Denver  
December 2, 2013**

**CALL TO ORDER**

Chair Dorothy Horrell called the Board meeting to order at 3:06 p.m.

**ROLL**

**Governors present:** Dorothy Horrell, Chair; William Mosher, Vice Chair; Dennis Flores, Treasurer; Scott Johnson, Secretary; Mark Gustafson; Ed Haselden; Mary Lou Makepeace; Demetri “Rico Munn; Joseph Zimlich; Nella Bea Anderson, Faculty Representative, CSU-Global Campus; Alexandra Bernasek, Faculty Representative, CSU; Nigel Daniels, Student Representative, CSU; Vanessa Emerson, Student Representative, CSU-Pueblo; Brad Schiffelbein, Student Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**System Staff present:** Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

**Guests:** Jon Bellum, Provost, CSU-Global Campus; Derrick Dobbin, Controller, CSU-Global Campus; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Maria Garcia, CRL Associates; Kyle Henley, Director of Denver PR, CSU; Kathleen Henry, President/CEO, Colorado State University Research Foundation; Blanche Hughes, Vice President of Student Affairs, CSU; Steve Hultin, Facilities Director, CSU; Nancy Hurt, Managing Director, Colorado State University Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU; Lynn Johnson, Chief Financial Officer, CSU; Rick Kreminski, Acting Director of Institutional Research, CSU-Pueblo; Don Marostica, Board Member, CSURF; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Paul Orscheln, Vice President of Academic and Student Affairs, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU; Jeremy Podany, Career Center Director, CSU; Kristy Proctor, Interim Dean of Graduate Studies and Research, CSU-Pueblo; Carl Wright, Provost, CSU- Pueblo.

Chair Horrell convened the meeting and indicated the first agenda item was the Presidents’ reports and campus updates.

**PRESIDENTS’ REPORTS**

*CSU-Global Campus:* President Takeda-Tinker reported that updates on three investment and technology initiatives would be presented. The faculty and student representatives will report on two new portals. A video on the third initiative, the enterprise data warehouse and reporting tool, was shared that explained the university’s metric driven approach with a centralized strategy for analytics and expanded business

intelligence using combined standardized data from various CSU-Global Campus sources. The data warehouse is available to staff and faculty.

President Takeda-Tinker reported 90 new students have been added through the new underserved population outreach initiative that began after the Board's approval of the new initiative at the October 2013 Board Meeting which will continue through the end of the fiscal year. Also reviews have been conducted on all existing students to determine if they will exceed their lifetime federal financial aid cap prior to graduation, and of those that will, 80% have met with the new Tuition Planning Department for assistance determining alternative ways to complete their degrees. Federal approval was received from the U.S. Department of Education to allow CSU-Global Campus to provide federal loan approvals for tuition and books only, and not for cost of living expenses, for those students who would otherwise exceed their lifetime caps prior to graduation. The Success Ready Program to facilitate success for new students seeking to earn credit through CSU-Global's prior learning assessment and credit-by-exam programs will be launched in March. CSU-Global is also undergoing the ACBSP accreditation process, which covers all of the CSU-Global Campus business programs, and expects that a site visit will be held early in 2014.

President Takeda-Tinker shared the membership roster of the new CSU-Global Campus Advisory Council which includes outgoing Board member Ed Haselden. The university also sponsored an Adult Learning Center for Business Excellence at the Pueblo Chamber of Commerce which was formally opened in November. Meetings with nine military veterans-serving organizations were well received and an open house will be held the following week for veterans' organizations. Last month CSU-Global has also shared its recent innovations at WICHE and through a Chronicle of Higher Education online workshop.

President Takeda-Tinker distributed copies of the Congressional Record wherein Senator Bennett congratulated CSU-Global Campus on its innovative approach to providing quality education at affordable prices. She announced CSU-Global Campus had completed its move into a new facility and were looking forward to hosting the February Board of Governors meeting.

*CSU-Pueblo:* President Lesley Di Mare highlighted the faculty accomplishments from her written report that demonstrates the outstanding work of the faculty in terms of scholarship that informs their teaching, builds connections with organizations and the community, and often involves students. Other highlights included a new continuing education location has been opened in Colorado Springs; the ThunderWolves football team was again in the RMAC championship playoffs but lost the first game; the student radio station, the "REV", which is part of the Mass Communications Department, was recognized by Billboard Magazine as one of the top 40 radio stations connected to an academic program at a university; and the men's and women's golf teams are ranked nationally third and fifth respectively.

A new venture capital competition through the Hasan School of Business was launched that offers competitions for both adults and students. Several Veterans' Day celebrations were held in Pueblo including the one at the Vietnam Memorial on the CSU-Pueblo campus. New hires include a new EEO/AA/Title IX Director and a new Budget Director.

President Di Mare explained that CSU-Pueblo will be seriously reviewing budget expenditures and revenues to recalibrate the budget. An email was sent out to the campus and community the previous week and a meeting with the campus and community will be held on January 17<sup>th</sup> with the Chancellor in attendance. Work will be ongoing with the President's Cabinet, Human Resources and the Office of General Counsel to examine ways to reshape the campus. Faculty, students and staff will have input into the discussions and the Board will be kept apprised.

President Di Mare concluded her report by announcing that Jennifer Mullen, the Chief of Staff at CSU-Pueblo, will be retiring at the end of the year. President Di Mare and Chair Horrell, on behalf of the Board, thanked Ms. Mullen for her service to the campus, community and the Board.

Chair Horrell thanked President Di Mare for explaining the next steps on the budget situation. She noted that the Chancellor, the CSU System and the other campuses, and the Board offer their support and assistance. More information will be provided at the February Board meeting.

*Colorado State University:* President Frank reviewed highlights from his written report including Dr. Diana Wall's recent induction into the Colorado Women's Hall of Fame; three substantial grants were received in a relatively short period that reflects the quality of faculty; the previous record was broken for food collected for "Cans Around the Oval", a signature event for student engagement and the single largest food collection for the Food Bank for Larimer County; and a substantial gift from the Malone Foundation will endow the first Presidential Chair in Equine Sports Medicine. The University Fact Book was distributed to the Board.

President Frank reported CSU was approached by a private sector firm to consider privatizing parking assets. After review of their proposal, the transportation and parking plans for the campus are being refreshed and will also be evaluated in terms of how assets could possibly be monetized, either internally or via a private partner. An RFP would be issued if this were to be done through a private partner. Due diligence is being conducted to develop a model to compare parking rates to peers and to determine revenue streams. Discussions have been held with a variety of constituent groups on campus.

A model and options for a multi-year plan based on those conversations will be developed by late February/March. Parking rates are non-delegable and must be approved by the Board. The overall transportation and parking plan with specific action steps to set rate structure would be presented to the Board for endorsement. When asked about approved program plans for parking garages, President Frank responded the plans include the Shield Street parking garage and additional garages in the Bay Farm area. Any private partnership created would be in accordance with the capital needs of the transportation and parking master plan.

Based upon the discussion at the October meeting, President Frank reported stadium planning has moved into the design development phase and work is being done on how engage the community on impact, mitigating those impacts, and the associated costs. He asked Amy Parsons, CSU Vice President of Operations, to provide an update. Ms. Parsons reported the next steps for community engagement on the impacts include creating a citizens' advisory group that puts forth representation from the different community stakeholders, i.e., the various neighborhoods, students, employees, the Chamber of Commerce and the City of Fort Collins. The representative group would assist from the design development phase through the construction.

Ms. Parsons introduced Maria Garcia-Berry of CRL Associates who has been engaged to develop the mechanism for gathering input to create the advisory group. Ms. Garcia-Berry provided examples of different models used for various projects such as the National Western Stock Show, the Pepsi Center and the Sports Authority Field. She explained that self-selection is often important to determine ownership from stakeholder groups. President Frank concurred that self-selection, including representation from SOS Hughes, would be important for creating a group that would be a two-way clearinghouse to ensure information was received and disseminated.

Chancellor Martin added that the group which is assembled will need to understand the conversation will not be a continuing debate over the merits of the stadium, but will be based upon the assumption the

stadium will be built if the financial parameters are met and the Board will make the final decision. President Frank agreed and reiterated that the discussions will be on impacts, mitigating impacts and costs of mitigation, which is critical information to put together a final financing plan to present to the Board. The suggestion was made to have the process set in the context of the 2020 university expansion plan. Governor Mosher commended Ms. Parsons on how she dealt with the difficult situation on the contractor selection process and congratulated her on being recognized among the “40 under 40” Leaders of Northern Colorado.

When asked if there was a formal exit discussion from the Higher Learning Commission accreditation site visit in November, Dr. Rick Miranda, CSU Executive Vice President and Provost, explained that, by policy, the review team could not respond specifically, but there did not appear to be any major concerns. A draft statement of fact should be received soon and CSU will have an opportunity to respond. A final version will then be sent to the full commission with the expectation of a final recommendation in the February timeframe.

### **EXECUTIVE SESSION**

Chair Horrell explained the meeting agenda was being adjusted to hold the executive session at this time if there were no objections, of which there were none. Before asking for the motion, she reviewed the evening’s events and the agenda for the next day. Chair Horrell asked General Counsel Nosler to read the meeting into executive session. General Counsel indicated the Board had elected to go into executive session for the purpose of receiving the Litigation Report from General Counsel relating to pending or imminent litigation, specific claims or grievances; or to receive legal advice on specific legal questions, all confidential pursuant to C.R.S. § 24-6-402 (3) (a) (II) (2013). **Motion/Action:** Governor Johnson made the motion; Governor Zimlich seconded; and the motion was carried unanimously. The meeting reconvened in open public session at 4:25 p.m. and temporarily adjourned until the next day.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS BREAKFAST MEETING MINUTES  
Colorado State University System Office, Denver  
December 3, 2013**

**CALL TO ORDER**

Chair Dorothy Horrell called to order the Board breakfast meeting at 7:32 a.m.

**ROLL**

**Governors present:** Dorothy Horrell, Chair; William Mosher, Vice Chair; Dennis Flores, Treasurer; Scott Johnson, Secretary; Mark Gustafson; Ed Haselden; Mary Lou Makepeace; Demitri “Rico” Munn; Joseph Zimlich; Nella Bea Anderson, Faculty Representative, CSU-Global Campus; Alexandra Bernasek, Faculty Representative, CSU; Nigel Daniels, Student Representative, CSU; Vanessa Emerson, Student Representative, CSU-Pueblo; Brad Schiffelbein, Student Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**System Staff present:** Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Chair Horrell convened the meeting and asked Chancellor Martin to make the introductory remarks. Chancellor Martin introduced Charlie Brown and Phyllis Resnick of the Colorado Futures Center at Colorado State University who would be providing an overview of a report on the fiscal sustainability of the state government.

Mr. Brown explained the study is an update on a prior work completed in 2011 in response to a resolution passed in 2010 by the legislature. A suite of models that can be updated was built as a tool to study the overall sustainability of the tax system of Colorado and local governments. The good news is the bad news is not as bad as previously anticipated; however, there is still a persistent structural problem based on projections for the cumulative growth rate from FY 2013-14 through FY 29-30. In 2011 the structural gap through fiscal year 2024-25 was projected to be \$3.4 billion; the updated forecast projects a \$1.5 billion gap. Mr. Brown explained the assumptions for why the structural problems will begin to worsen by FY 2018.

Ms. Resnick commented there were two direct echoes of the recession that ironically helped close the structural gap. The first echo of the recession that supported state revenue was the Federal Reserve policy and unprecedented levels of monetary stimulus. Sales tax revenue, however, is projected to continue to decline due to several factors. The second echo of the recession is lower inflation and lower population growth that alleviates pressure on programs such K-12 and Medicaid whose expenditures are tied to the rate of growth.

Ms. Resnick explained revenue and spending changes that occurred since the last study including partial restoration of cuts; new spending as one-time or short-term; efforts to increase reserves in both General and State Education Funds; prepaid obligations; revenue reductions that have been made permanent; and restoration of the Elderly and Disabled Veterans Homestead exemption.

Mr. Brown reviewed changes and projected growth for the state's three largest departments. He explained that funding K-12 education is a partnership between the state General Fund, the state Education Fund, and local property taxes, and that the system of funding remains fundamentally broken. The relationship dramatically changed with the passage of TABOR in 1992.

Ms. Brown explained another phenomenon impacting the gap is, by 2017, the state is projected to be responsible for paying TABOR refunds due to revenues from the Hospital Provider Fee (HPF) which was passed in 2009 and subject to TABOR limits. At the same time of the refunds, there will be a contradictory issue of program cuts to balance the budget which is not a sustainable way to address the gap and could have a major impact on funding for higher education. Ms. Resnick offered suggestions to close the gap including remove the HPF out of TABOR; expand sales tax to personal and household services; address the local share of school funding; address the structure of the property tax system; and to improve the state's leveraging of federal matching dollars.

Ms. Resnick reported changes that could impact the updated report include not forecasting for a recession; ballot initiatives; federal tax and spending policies; and pensions. She concluded that while the situation for the next five to six years has improved, there is still a structural problem that needs to be addressed. The suggestion was made to apply sensitivity analyses to account for recessions that will probably occur. Mr. Brown responded that sensitivity analyses could enhance the forecast and explained how both the previous and current study were conducted on an overall conservative approach to the basic trend line. Ms. Resnick added that the numbers were being downplayed with a focus on the relationships to understand the gap.

When asked about the projections for the Dept. of Correction with early releases, closed prisons, aging populations and lower crime rates, the response was, while overall prison populations may be reduced, the cost per bed has resulted in an increase. Chancellor Martin commented on the potential to develop a model to fund higher education by creating an endowment with matching funds from the state's surplus during good years.

When asked about what key point higher education governing boards should take away from the study, Mr. Brown commented that, while the gap is better since the last study, the gap remains as a persistent and fast growing problem that needs to be resolved. Ms. Resnick added that the problem should begin to be addressed now before the gap increases and higher education in the state continues to be at-risk.

Chair Horrell thanked Mr. Brown and Ms. Resnick for their presentation and the breakfast meeting was adjourned at 9:00 a.m.



**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING MINUTES  
Colorado State University System Office, Denver  
December 3, 2013**

**CALL TO ORDER**

Chair Dorothy Horrell called to order the Board meeting at 9:02 a.m.

**ROLL**

**Governors present:** Dorothy Horrell, Chair; William Mosher, Vice Chair; Dennis Flores, Treasurer; Scott Johnson, Secretary; Mark Gustafson; Ed Haselden; Mary Lou Makepeace; Joseph Zimlich; Nella Bea Anderson, Faculty Representative, CSU-Global Campus; Alexandra Bernasek, Faculty Representative, CSU; Nigel Daniels, Student Representative, CSU; Vanessa Emerson, Student Representative, CSU-Pueblo; Brad Schiffelbein, Student Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

**Administrators present:** Michael Martin, CSUS Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

**System Staff present:** Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

**Guests:** Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Kyle Henley, Director of Denver PR, CSU; Kathleen Henry, President/CEO, Colorado State University Research Foundation; Blanche Hughes, Vice President of Student Affairs, CSU; Jason Johnson, CSUS Deputy General Counsel, CSU; Rick Kreminski, Acting Director of Institutional Research, CSU-Pueblo; Tom Linnell, SOS Hughes; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Paul Orscheln, Vice President of Academic and Student Affairs, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU; Kristy Proctor, Interim Dean of Graduate Studies and Research, CSU-Pueblo; Alvin Rivera; Bob Vangermeersch, SOS Hughes; Linda Vrooman; Carl Wright, Provost, CSU- Pueblo.

Chair Horrell reconvened the business meeting and indicated the agenda was being adjusted to have the Board consider a resolution honoring Governor Haselden who was completing nine years of service. General Counsel Nosler read the resolution to create the Ed Haselden Day on December 3, 2013, in the Colorado State University System. **Motion/Action:** Governor Zimlich made the motion to approve the resolution. The motion was seconded and passed unanimously. Chair Horrell, on behalf of the Board, congratulated and thanked Governor Haselden. Scholarships at each of the three institutions will be established in Governor Haselden's name and information will be provided at a later date on those scholars.

**PUBLIC COMMENT**

Chair Horrell reported four individuals had signed up to speak with a total of 10 minutes allocated. Speakers were asked to monitor their time accordingly and not to repeat points made by a previous

speaker. Alvin Rivera commented on the composition of the CSU-Pueblo Foundation Board and accountability of public funds. Linda Vrooman commented on college athletics. Tom Linnell and Bob Vangermeersch of SOS Hughes commented on the proposed new stadium at CSU.

### **BOARD CHAIR'S AGENDA**

Chair Horrell pointed out the meeting book included all correspondence received since the last meeting and several articles, including articles on President Obama's higher education plan and the Association of Governing Boards' (AGB) statement on board responsibilities for intercollegiate athletics. Chair Horrell reported she and Chancellor Martin would be attending the AGB Public Education Leadership Institute in Washington, DC. A follow-up report will be made at the February meeting.

Chair Horrell noted several upcoming events listed on the updated calendar. The next meeting will be the February 12-14, 2014, retreat/meeting. At the June retreat, the suggestion was made to use the February retreat to delve more deeply into significant issues for the CSU System and/or as an educational opportunity. Chair Horrell reviewed the retreat/meeting timeline. Based upon a suggestion from a former Board member, she inquired if the Board would be interested in holding a dinner on the first evening with former Board members to share information and the response was positive. Suggestions for retreat topics included tuition and affordability which could be tied to the campus strategic plans; the continuing structural gap between state funds and the pressure on higher education; and opportunities to build on the collective assets of the System, possibly using the South Metro Initiative and National Western Center as a springboard for the discussion.

Chair Horrell acknowledged the new CSU-Global Campus faculty and student representatives, Dr. Nella B. Anderson and Brad Schiffelbein, who were introduced the previous day. Conversations have been held with the Governor's Office and, in particular, the Office of Boards and Commissions on the CSUS Board composition, a replacement for Governor Haselden, and the potential reappointments of Governors Makepeace and Johnson.

Chair Horrell reported System staff is exploring electronic board book options with multi-platform capability and a calendar function, and electronic archiving of past meeting materials. Suggestions from the Board on the topic included mandatory training; issue iPads instead of using personal equipment; the ability to highlight and flag sections; security codes; offline capability; email communications when changes are made; adequate server capacity; a calendar was not necessarily important but instead could be linked to Outlook; access to meeting materials for the past year; and to have a few printed copies of the materials available at meetings in case of problems with access. There was consensus to move forward with the electronic books. The due diligence will continue with the rollout to occur first with a parallel system of both the electronic and print copies to work out any issues and then a full rollout with in-depth training.

### **COMMITTEE REPORTS AND RESOLUTIONS**

*Evaluation Committee:* Committee Chair Makepeace reported the committee met the previous day to consider personnel issues and there were no action items brought forward.

*Audit and Finance Committee:* Committee Chair Flores reported updates were provided in the audit portion of the meeting. The finance report was comprehensive with review of several reports. An action item brought forward for approval was the 8<sup>th</sup> Supplemental Resolution authorizing issuance of Series 2013E CSU System Enterprise Bonds. **Motion/Action:** Governor Makepeace moved to approve the

resolution. Governor Johnson seconded and the motion was passed with Governor Haselden recusing himself from the vote. An equipment leasing resolution was moved forward on the consent agenda.

*Real Estate/Facilities Committee:* Committee Chair Johnson reported the committee met in executive session to receive a CSU Research Foundation (CSURF) report. In open session the committee reviewed and moved forward action items to acquire three parcels of land from CSURF and four program plans. General Counsel Nosler read the matters for action into the record individually followed by the voting.

**Motion/Action:** Governor Zimlich moved to approve the acquisition of three parcels of land located adjacent to the CSU main and south campuses from CSURF. Governor Flores seconded and the motion was unanimously passed.

Committee Chair Johnson asked for one motion to approve the four program plans. **Motion/Action:** Governor Daniels made the motion to approve the program plans for the Center for Agriculture Education; the San Luis Valley Research Center; the Shepardson Addition and Renovation; and the Warner College of Natural Resources Addition. Governor Zimlich seconded the motion and the motion was unanimously passed.

Committee Chair Johnson reported the committee also received an update on the status of approved and projected program plans. Chair Horrell noted there was a resolution for approval of acceptance of naming and gifts to be addressed. President Frank indicated the background material would be distributed for action later in the meeting.

*Academic and Student Affairs Committee:* Vice Committee Chair Makepeace, in the absence of Committee Chair Munn, was asked to make the report. Vice Committee Chair Makepeace reported there were several program degrees and consent agenda items moved forward for approval. Additionally, approval of conferral of the fall degrees at CSU-Pueblo was needed. The committee approved academic calendars for both CSU and CSU-Pueblo. General Counsel Nosler indicated that Board action was not necessary for the academic calendars and therefore the academic calendars were not included on the consent agenda. A policy on approval of academic calendars will be developed. CSUS Chief Academic Officer Miranda commented that best practice generally is governing boards receive a report and do not formally approve the calendars.

Vice Committee Chair Makepeace reviewed the new degree programs forwarded for approval: Bachelor of Science, Neuroscience, CSU; Bachelor of Science, Statistics, CSU; Bachelor of Science, Human Resources Management, CSU-Global Campus; Bachelor of Science, Management Information Systems and Business Analytics, CSU-Global Campus; Master of Human Resources Management, CSU-Global Campus. **Motion/Action:** Governor Gustafson made the motion to approve; the motion was seconded and unanimously passed.

**Motion/Action:** Governor Flores moved to approve the fall 2013 degree candidates at CSU-Pueblo. The motion was seconded and unanimously passed.

### **CONSENT AGENDA**

Chair Horrell reviewed the consent agenda items: approval of committee and Board meeting minutes; the equipment leasing program for CSU and the CSU System, and the CSURF line of credit program; conferral of degrees for CSU and CSU-Global Campus; and a CSU faculty manual change.

**Motion/Action:** Governor Mosher moved to approve the consent agenda. Governor Zimlich seconded and the motion carried unanimously.

With no executive session requested to further discuss the matter, Chair Horrell asked for a motion to approve the gifts and naming opportunity relating to the Critical Care Unit in the James L. Voss Veterinary Teaching Hospital in the College of Veterinary Medicine and Biomedical Sciences.

**Motion/Action:** The motion was made, seconded and unanimously carried.

The Board recessed for 10 minutes and then reconvened at 10:34 a.m.

## **FACULTY AND STUDENT REPORTS**

*CSU-Global Campus:* Dr. Nella B. Anderson, Faculty Representative, CSU-Global Campus, shared a video on the new faculty portal that was custom-built with faculty and staff feedback to simplify navigation and improve the user experience with access to new features and tools to ensure success. Dr. Anderson remarked that CSU-Global Campus is very student focused and faculty supportive. She provided an overview of the new faculty-driven P3 instructional model to ensure consistency and access in all programs with a new course design, and the addition of more multi-media and student interaction. Courses and assignments are project-based. Every course in the catalog is offered every four weeks even if only one student enrolls. Career relevancy includes internationalization to teach about career opportunities in other countries as well the United States. Faculty members are required to attend a professional workshop annually.

*CSU-Pueblo:* Dr. Frank Zizza, Faculty Representative, CSU-Pueblo, reported the Faculty Senate is reviewing a proposal to add a senior lecturer position with a multi-year appointment and commented on the salaries and significant service provided by adjunct faculty. He commented on the success of Math Day with participation by 150 high school students. From his experience on a statewide task force, Dr. Zizza shared a concern about the anticipated growth in remedial education due to the lack of high school mathematics teachers. The Noyse grant, which offers a forgivable loan to mathematics students who make a four-year commitment to teach in Colorado, is in its second year with 16 students and will graduate 5 highly qualified teachers in the spring.

*CSU:* Dr. Alexandra Bernasek reported the Faculty Council at its October meeting had a presentation on the three different programs of the INTO CSU initiative that was summarized in her written report. When asked about INTO enrollment, Dr. Miranda explained the contract for the program was signed late which impacted the intake and resulted in a slow start for the enrollment of the first year. Dr. Bernasek noted the progression rates look good with 83% for undergraduate and 100% rate for graduate students. She highlighted the successful joint BA program in the Economics Department with the Foreign Trade University in Hanoi, Vietnam, which is in its 6<sup>th</sup> year and there are plans to expand the program.

Dr. Bernasek reported the Faculty Council is examining different issues related to non-tenure track or adjunct faculty. The suggestion was made to have the issue of adjunct faculty as an agenda item for the Academic and Student Affairs Committee. Dr. Bernasek commented on her conversations with President Di Mare and Dr. Zizza on ways to improve recruitment of CSU-Pueblo students for CSU graduate programs.

When asked about other countries for international outreach programs, Dr. Bernasek indicated her department is considering Mexico and Central America. Dr. Miranda and President Frank commented on the large array of international strategic partners that are focused on students and include course delivery by the CSU faculty. When asked if there were admittance standards for international students, President Frank explained the INTO business model to matriculate students through the Pathways program into the CSU culture.

*CSU-Global Campus:* Brad Schiffelbein, Student Representative, CSU-Global Campus, remarked that CSU-Global Campus is very student focused. Three student-related services with direct impact on students are the new student portal; the new technology for transcript reviews; and establishment of student veterans' organizations. A video was viewed on the student portal that was custom-built using student, faculty and staff input to create a one-stop interface for everything students need during their education including self-registration, account information, academic resources and career services. Following the video, Mr. Schiffelbein explained the discussion board changes; how papers can be submitted for plagiarism checks; and the revised student orientation that now has resources available for both new and ongoing students. He concluded his report by thanking Governor Haselden for his service by sharing how CSU-Global Campus has personally changed his life.

*CSU-Pueblo:* Vanessa Emerson, Student Representative, CSU-Pueblo, reviewed highlights of her written report including the recently completed safety walk; involvement of student senators in professional training and development; open dialogue in classrooms between senators and the students and faculty; efforts to engage high school and middle school student government members to assist with transition to college; and the different opportunities senators have to serve on campus committees. She commented on her service on various committees including a new classroom building design committee where they will be discussing the renovation of the Occhiato University Center to be more student-serving in a student-friendly environment.

*CSU:* Nigel Daniels reported on the success of the Colorado Summit Conference for student leaders from across the state with participation by Chancellor Martin, CSUS Chief Financial Officer Schweigert and Governor Emerson. The summit provided opportunities for good discussion to be proactive in addressing both state and federal issues. Other highlights from his written report included the ASCSU is examining ways to create incentives to help with retention within student government, such as a credit hour for student senators; development of a process to encourage more students to complete course evaluations at the end of the year; and consideration to expand the Transfort contract to include part-time students. The RamRide continues to grow and, while ranked #2 nationally, efforts continue to make RamRide the best safe ride program in the country with 192,671 rides provided since the program began in 2003. Both graduate and undergraduate students participated in the HLC accreditation site visit.

Mr. Daniels and the ASCSU were commended for organizing the summit and asked if there was a commonality of issues for the different campuses. Mr. Daniels responded there was consistency in issues such as affordability and access, but there were also unique situations. Chair Horrell commented on the value of service in student government comparable to an internship and the potential positive correlation between such service and career success.

## **CHANCELLOR'S REPORT**

Chancellor Martin thanked Governor Daniels for the opportunity to participate in the summit. He pointed out his written report contained several updates.

*Scholarships:* Chancellor Martin indicated information on the Ed Haselden scholars would be provided at a future meeting and asked the campus Presidents to share information on the scholars funded with the Governor Zimlich scholarships.

President Frank recognized Governor Zimlich for his outstanding service on the Board of Governors and read into the record information on Sebastian Mhlanga, a political refugee from Zimbabwe who came to the U.S. eight years ago and whose physical impairments to both hands make school more challenging.

Mr. Mhlanga is an outstanding student with English as a second language who came to CSU to earn a second bachelor's degree and obtain a teaching license that will allow him to support his wife and four children. As a non-U.S. citizen, he does not have access to financial aid resources and loans available to many U.S. students. The scholarship will provide support during the spring when Mr. Mhlanga will be doing his student teaching at an international school in Denver which will allow him to complete his degree and graduate. President Frank added that, when informed of the scholarship, Mr. Mhlanga was overwhelmed and deeply grateful. With Governor Zimlich's focus on international investments, particularly in Africa, and on building capacity, Mr. Mhlanga was deemed a good match for the scholarship.

President Takeda-Tinker reported the CSU-Global Campus scholarship committee reached out to Governor Zimlich to determine the factors to evaluate candidates. Based on the criteria of entrepreneurial and nonprofit management for aspirations, Mr. José Silva who is working towards a B.S. in Nonprofit Management was selected. Mr. Silva has been involved his community for over 20 years in numerous ways including working with youth and Latino populations. He was directly responsible for collecting and distributing 2,000 backpacks with school supplies this past fall and continues to assist with a domestic violence hotline. The scholarship will enable Mr. Silva to complete his degree this year.

President Di Mare reported CSU-Pueblo has three outstanding candidates for the scholarship and will be making a decision soon. Information on the recipient will be presented in the near future.

*CSU-Pueblo:* Chancellor Martin reported the CSU System will be working closely with President Di Mare and her leadership team to address some significant financial concerns at CSU-Pueblo. He expressed confidence that these challenges can be addressed in ways that will position the campus for continued strength and success in fulfilling its critical role and mission. Chancellor Martin will be participating in conversations with the campus and community in January.

*Updates and Outreach:* Chancellor Martin reported he and President Frank will be visiting the University of Minnesota Duluth which has an extension program on rural medicine from the University of Minnesota Medical School to determine if there is a model that could be adapted. Chancellor Martin and the three Presidents will be meeting with the Colorado delegation in Washington, DC, in February to share issues, challenges and visions for the CSU System. In addition, he is continuing his work towards building bridges and developing ventures related to Native American populations. The work is both a personal passion and related to the role of land grant institutions. Chancellor Martin commented on his attendance at the Hispanic Association of Colleges and Universities (HACU) in Chicago at which there was conversation on using the HSI designation in concert with HACU to more effectively recruit students from Latin and South America.

*Strategic Plans and CCHE Performance Contract:* Chancellor Martin explained that each of the campuses provided information in the meeting book on how their strategic plans and strategies strongly align with the performance criteria set up in the CSU System CCHE performance contract. He asked each of the Presidents for their remarks.

President Frank remarked on how the CSU strategic plan is refreshed periodically with a more in-depth revision every third year and is focused on key general areas of the mission. The strategy for developing the CSU System performance contract with metrics for the institutions was to build upon the strategic plans which are based upon the purposes of the institution, such as student success; research and discovery that make a difference; and engagement that affects the lives of communities and the citizens of Colorado. Within the performance contract documents there is linkage to CSU's planning and budget process which creates an added layer to ensure the Board of the appropriate leadership at the institution.

Chancellor Martin explained the conscious and specific decision for a System contract that included recognition of CSU-Global Campus as an asset of the System even though CSU-Global Campus does not receive state funding. President Takeda-Tinker recounted CSU-Global Campus' five goals in the 2014-17 strategic plan and noted the goals are compatible with the CCHE contract. CSU-Global Campus will continue to move forward with the various objectives and to keep the Board apprised.

President Di Mare remarked the timing for the performance contract aligned well with CSU-Pueblo's efforts to develop a 2013-18 strategic plan that will have very specific strategies and outcomes. The plan will be periodically assessed to determine if the goals are being met. The performance contract provided specific goals which CSU-Pueblo will move forward to attain and provides alignment with the other two campuses. The expectation is to present the strategic plan at the February Board meeting.

Chancellor Martin observed that the CCHE is taking the performance contract process seriously and there is the prospect of performance funding distribution. Governor Gustafson observed that the goals tied to the strategic plans will be helpful with annual evaluations for the Presidents and Chancellor. President Di Mare added the strategic plan and guiding principles will be embedded in the process as CSU-Pueblo recalibrates its budget and potential restructuring. The strategic plan makes the budgeting process easier with established priorities.

Chancellor Martin thanked Governor Zimlich and Dr. Miranda as the principle guiding forces in the performance contract process. He noted the inclusion of CSU-Global Campus to recognize the potential to deploy resources across the campuses to achieve System goals. With a System performance contract, there is the potential for CSU-Pueblo to offer programs beyond its traditional boundaries. The focus for the next decade will be more on quality and less on quantity as systems of higher education need to recognize that growth in the number of students is unlikely to occur. When asked about the responsibility to intermittently report to CCHE, Mr. Schweigert indicated that a report is due two years from the time the contract was signed.

The Board recessed at 11:50 a.m. for lunch and reconvened at 12:19 p.m.

### **SYSTEM WIDE DISCUSSION ITEMS**

*Legislative Update:* Chancellor Martin asked Mr. Rich Schweigert, CSUS Legislative Liaison, to present the report. Mr. Schweigert began by reviewing the legislation that was defeated last year that would have allowed community colleges to offer four-year degrees. The CSU System in conjunction with other institutions opposed the bill on the basis that it was not sound public policy. Another bill allowing community colleges to offer a four-year Applied Science degree will be introduced during the upcoming legislative session. Following discussion, the consensus was to remain neutral on the issue.

Mr. Schweigert explained how CSU currently has staff that performs electrical and building inspections for renovations and new construction. The practice has been brought into question based upon statute; efforts are being made to resolve the issue with the Electrical and Plumbing Boards; and there may be legislation brought forward.

Mr. Schweigert reported there has been conversation on legislation to remove the limitation of degree completion as the mission for CSU-Global Campus. He asked President Takeda-Tinker for her comments.

President Takeda-Tinker provided statistics on the number of students who are currently being turned away due to ineligibility as a transfer student; the options available to attain the necessary credits to transfer to CSU-Global Campus; and the problem with students re-applying with large debt attained by attending other institutions. She commented on CSU-Global Campus' success in assisting nontraditional adult learners; the focus of the degrees and coursework on workplace experience; and the challenges to transitioning to accepting first-time first-year freshmen adults. President Takeda-Tinker expressed support for moving forward on the basis that this would be the right path to provide more options to serve Coloradoans and expressed confidence in the CSU-Global Campus staff and faculty.

When asked about duplication of services and partnering with community colleges who at onetime were considered the leaders in online education, President Takeda-Tinker responded that CSU-Global Campus has good relationships and articulation agreements with community colleges. She noted the different level of student support and consistency in instruction that is offered at CSU-Global Campus. There was discussion on past agreements with community colleges; competition with other four-year and community college institutions; adapting and being responsive to the open market; the reality of the political process; and traditional vs. online education as the future for higher education. There was general consensus of the Board to move forward with the legislation and to continue to examine ways to collaborate and innovate to fill an educational gap. A meeting is scheduled for December 10<sup>th</sup> with the CCHE to consider the issue.

Mr. Schweigert provided background information on a restriction in statute necessitating local communities to vote to offer fiber optic telecommunications services. Several higher education institutions such as CSU have developed premier high speed IT systems that are not available to the local community. There have been conversations on possible legislation to remove the statutory provision.

Mr. Schweigert explained that current law requires certain types of leases and lease purchases be approved by the State Controller. There may be legislation to remove the requirement which would allow for bringing this process in line with other internal fiscal approval processes.

Mr. Schweigert reported the CSU System will be presenting to the Joint Budget Committee on December 12<sup>th</sup> and Chair Horrell will be in attendance.

*Higher Education Plan:* Chancellor Martin explained the political history of federal administrations to set their education agendas. President Obama has now rolled out a proposal for higher education reform. Parts of the proposal could become enacted either by regulation or by legislation. Chancellor Martin commented on the three tenets of the proposal: 1) pay for performance tied to federal performance measures which are yet to be defined; 2) rewards for innovation and competition which offers both choice and transparency on college performance; and 3) student debt affordability.

The CSU System has already, to some extent, engaged in pay for performance. All of the CSUS strategic plans reflect a commitment to remaining affordable while maintaining low debt levels. CSU, through institutional aid put back in the system, significantly reduces the cost of tuition by internally providing financial aid beyond what is received externally and thereby reducing the true cost of attendance. The CSU System is cognizant of utilizing outcomes and assessment as opposed to sitting in a classroom to ensure students are marketable with useful citizen-oriented skills. The CSU System has demonstrated the commitment to creative arrangements to establish new accredited programs, i.e., CSU-Global Campus is the first public fully online accredited university in the country.



When asked about the number of students under the Commitment to Colorado initiative, Dr. Miranda explained there are two bands, full and half commitments, with between 3,000 and 4,000 students. Chancellor Martin commented on the intermediary gap for middle income families.

Chancellor Martin remarked that sequestration and the potential expansion of the sequestration could have an even more profound impact than the higher education plan, particularly on research institutions such as CSU. President Frank recounted how large federal research and development investments were established in the 1960s and the impact of sequestration could result in the single largest decline in federal research and development in recent times. President Di Mare commented on the impact on the HSI grant and programs such Upward Bound and TriO which are very important to four-year comprehensives, particularly HSI institutions.

President Frank expressed concern on the undefined federal outcomes in measuring efficiency. Data from the National Center for Higher Education Management Systems (NCHEMS) reflects that Colorado is the most efficient state in the U.S. in producing degrees. Funding outcomes without measuring student preparedness can put access-oriented institutions at a disadvantage. Providing students with the ability to obtain facts throughout their lifetimes and to critically evaluate and communicate arguments are outcomes that are not as simple to measure versus providing large numbers of credentials.

President Takeda-Tinker remarked that competency-based testing may make sense for lower level classes and could reduce costs. However, degrees attained with competency-based exams in comparison to exams given to students who have participated in class with fact-guided learning and discussion can lead to differences in degrees and the ability to synthesize or apply the knowledge. President Di Mare also remarked on awarding credit based on learning, not seat time; pay for performance with lack of clarity in the plan on measurements; and the challenges with the student debt situation.

Chancellor Martin reported there were four listening sessions around the country on President Obama's higher education plan that were all conducted on university campuses. The Board will be kept apprised of any developments.

### **BOARD MEETING EVALUATION**

Chair Horrell asked for feedback on the meeting. Governor Makepeace expressed appreciation for the full first-day scheduling to enable an earlier adjournment on the second day of the meeting. Governor Gustafson remarked it was a good meeting that was well run. Governor Zimlich remarked positively on the breakfast meeting with content. Governor Johnson supported moving forward with electronic board books. Governor Mosher expressed appreciation for the CSURF presentation and commented how helpful it was to have informational opportunities to delve more deeply into issues.

Chair Horrell indicated ideas for the retreat were welcomed. She expressed appreciation for the new CSU-Global Campus representatives; thanked Jen Mullen and Ed Haselden for their service; and commented the Board would be kept apprised on Board appointments. Chair Horrell thanked the System staff for their work in ensuring a successful meeting.

With no further business to conduct, the Board meeting was adjourned at 1:44 p.m.

MATTERS FOR ACTION:

CSU: Posthumous Degree Candidate

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the presented candidate to receive a B.S. degree for her major in Human Development and Family Studies posthumously. The posthumous degree is to be conferred in conjunction with the May 2014 commencement ceremonies.

EXPLANATION:

Presented by Tony Frank, President

In May 2005, the Board of Governors approved the policy stating that “In exceptional circumstances, the Board may award degrees posthumously. Recommendations for such an award will only be considered when the student had completed nearly all of the requirements for his or her degree before dying, and when the student’s academic record clearly indicates that the degree would have been successfully completed had death not intervened. Nominations for posthumous awards of degree will be initiated by the student’s department and approved internally by the relevant college dean and the Provost. The posthumous nature of the recommended degree award shall be made explicit when the recommendation is forwarded to the Board. The Provost’s office shall be responsible for presenting the degree to appropriate survivors”.

In accordance with this policy a candidate was discussed in executive session to receive a B.S. degree posthumously. Once family members are notified, the name of the candidate will appear in the May 2014 commencement materials.

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section C.2.1.3.2 – Ex Officio Members

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.1.3.2 – Ex Officio Members

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.1.3.2 – Ex Officio Members, are requested to make chairpersons of Faculty Council standing committees *ex officio* members of Faculty Council. The proposed changes would confirm that each standing committee is afforded the privilege of voting in Faculty Council and that privilege can be executed by the chairs of the standing committees or their designated substitute from the committee membership, whether or not the chair or the designated representative is a regular (full or part time) faculty member.

NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions - ~~oversecored~~

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*C.2.1.3.2 Ex Officio Members*

~~Persons who are not members of Faculty Council but are e~~Chairpersons of its Faculty Council standing committees, serving as the official representatives of the standing committees to Faculty Council, shall be *ex officio* voting members of Faculty Council. Persons who are not members of Faculty Council, but are chairpersons of its advisory committees, shall be *ex officio* non-voting members of Faculty Council.

The immediate past Chairperson of Faculty Council shall be an *ex officio* non-voting member of the Faculty Council for one (1) year immediately following the expiration of his or her term as Chairperson of the Faculty Council.

The President of the University, the Provost, the Vice Presidents, the Vice Provosts, the Deans of the Colleges and the Libraries, and the Chair of the Administrative Professional Council shall be seated on the Faculty Council as *ex officio* non-voting members.

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section C.2.1.9.3 – Membership and Organization

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.1.9.3 – Membership and Organization.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.1.9.3 – Membership and Organization, are to permit the chairpersons of Faculty Council standing committees to be ex officio members of the Faculty Council. The standing committees serve a critical role in the Faculty Council deliberative process. It is essential that each committee have the capacity to elect the best possible leadership from its members.

The proposed changes would confirm that each standing committee is afforded the privilege of voting in Faculty Council and that privilege can be executed by the chairs of the standing committees or their designated substitute from the committee membership, whether or not the chair or the designated representative is a regular (full or part time) faculty member.

NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions - ~~overseored~~

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*C.2.1.9.3 Membership and Organization*

The membership of each standing committee or advisory committee is specified to fit the functions of that committee. Administrators, administrative professionals, classified staff, undergraduate student members representing the Associated Students of Colorado State University (ASCSU), and graduate student members representing the University Graduate Student Council shall be authorized for certain standing committees and advisory committees. Faculty membership on advisory committees shall be limited to faculty members who do not hold an administrative appointment of more than half-time (0.5) at the level of assistant/associate dean or above. Faculty membership on standing committees shall be limited to regular full-time, regular part-time, and transitional faculty members who do not hold an administrative appointment of more than half-time (0.5) at the level of assistant/associate dean or above. A member of a standing committee or advisory committee who becomes ineligible shall cease to hold this position.

Each standing committee or advisory committee shall have a chairperson whose term of office is twelve (12) months beginning July 1. ~~Standing committee chairpersons must meet the requirements for elected membership of Faculty Council as specified in Section C.2.1.3.1, but need not be elected members of Faculty Council. This restriction shall not apply to advisory committee chairpersons.~~ Each standing committee or advisory committee chairperson shall be elected by and from the membership of that committee. After members of standing committees and advisory committees are elected, as specified in Section C.2.1.9.4, the continuing and newly elected members of each standing committee or advisory committee, other than the Executive Committee, shall meet and elect a committee chairperson for the coming term before May 15. The committee members who are being replaced may attend this meeting, and they may speak, but they shall not cast votes for the new chairperson. However, if a newly elected committee member is unable to attend the meeting, then he or she may allow the committee member that he or she is replacing to cast a vote for the chairperson in his or her place.

Membership on standing committees and advisory committees of the Faculty Council shall be spread as widely as possible among faculty members so that newer members of the faculty may serve on these committees. Standing committee and advisory committee leadership shall be rotated as good judgment allows.

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Standing committees and advisory committees are expected to consult regularly with those administrators, members of the faculty, or others who can provide information necessary for effective deliberation. Each standing committee or advisory committee may name *ex officio* or associate members who are expected to attend committee meetings regularly. The appointments shall be reviewed by the standing committee or advisory committee annually. Each standing committee or advisory committee shall identify in its annual report to the Faculty Council its *ex officio* and associate members and others with whom it has regularly conferred. All *ex officio* and associate members shall be non-voting.

Standing committees and advisory committees shall convene subcommittees as needed to consider specific issues or perform specific tasks. These subcommittees shall exist to serve the standing committees and advisory committees. A subcommittee of a standing committee or advisory committee shall be chaired by a member of that committee, but may draw other members from throughout the University as appropriate.

The Chairperson of the Executive Committee shall be an *ex officio*, non-voting member of each standing committee and advisory committee of the Faculty Council.

Unless otherwise specified in the committee's operating procedures, for transacting business at standing committee and advisory committee meetings, a quorum is defined as a simple majority of the voting members.

~~In the event that a standing committee member who is not a member of Faculty Council is~~ The elected chairperson of the standing committee, this individual shall serve as an *ex officio* voting member of the Faculty Council for the duration of his or her term as chairperson. The chairperson may designate a committee member to substitute as *ex officio* voting member provided prior notice is given to the Chairperson of Faculty Council. In the event that an advisory committee member who is not a member of Faculty Council is elected chairperson of the advisory committee, this individual shall serve as an *ex officio* non-voting member of the Faculty Council for the duration of his or her term as chairperson.

Rationale: In confirming the principle that voting privilege is extended to the Faculty Council standing committees, and not particular individuals in the committees, this will allow standing committees to elect the best possible leadership under increasingly diverse membership and for standing committee Chairs to designate substitutes for Faculty Council meetings.

Faculty Council carries an umbrella of responsibilities extending past regular faculty because of its stewardship of the Academic Faculty and Administrative Professional Manual. Moreover, the increasing reliance of the University on non-tenure track faculty CSU-Fort Collins –Academic Faculty and Administrative Professional Manual Revision

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to fulfill its Mission has created an implicit responsibility for issues involving non-tenure track faculty that impinge on regular faculty responsibilities and rights, especially in its standing committees. A major function of standing committees is to bring motions to Faculty Council for consideration. This extended responsibility has caused significant tension in the past because of the perception that the extended communities are not well represented in Faculty council and its standing committees.

These facts are recognized for example in the composition of the Committee on Strategic and Financial Planning, and the recent motion to change the University Committee on Benefits into a Faculty Council standing committee. It can be reasonably anticipated that other standing committees will move to formally include administrative professionals and non-tenure track faculty in their memberships.

The standing committees serve a critical role in the Faculty Council deliberative process. It is essential that each committee have the capacity to elect the best possible leadership from its members.

The proposed changes to the AFAPM would confirm that each standing committee is afforded the privilege of voting in Faculty Council and that privilege can be executed by the chairs of the standing committees or their designated substitute from the committee membership, whether or not the chair or the designated representative is a regular (full or part time) faculty member.



MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section C.2.1.9.5 – Standing Committees: Membership and Function

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.1.9.5 – Standing Committees: Membership and Function

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.1.9.5 – Standing Committees: Membership and Function, are requested to clarify the role of this committee and its relationship to the Dean of the Libraries.

NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions - ~~overseored~~

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C.2.1.9.5 *Standing Committees: Membership and Function*

**d. *Committee on Libraries***

The Committee on Libraries shall consist of one (1) faculty member from each college, and the Libraries, the Dean of Libraries (*ex officio*), one (1) graduate student, and one (1) undergraduate student. The duties of this standing committee shall be:

1. To recommend to the Faculty Council policies ~~governing the operation of~~ affecting or impacting the Libraries.
2. ~~To advise the Dean of Libraries in the execution of policy whenever such execution shall have a significant impact upon the services provided by the Libraries.~~
3. ~~To recommend to the Dean of Libraries the allocation of funds for library acquisitions.~~
4. ~~To advise the Committee on Strategic and Financial Planning of the Library's budgetary requirements.~~
2. To advise the Committee on Strategic and Financial Planning of the Library's budgetary and service requirements.
3. To advise the Dean of Libraries:
  - a. On strategies and policies for services and collections;
  - b. On the allocation of funds to support Library services; and
  - c. On the needs of its patrons (students, faculty, staff, community at large.)

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section C.2.3.1.e – Colleges and Academic Departments

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.3.1.e – Colleges and Academic Departments

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section C.2.3.1.e – Colleges and Academic Departments, is requested because the proposed name would more accurately reflect the academic strengths of the undergraduate and graduate degrees offered in the department, given the emphasis on art historical training for studio students (B.F.A., B.A., and M.F.A.) and the emphasis on studio training for art history students (B.A.) as reflected in the number of credits required for completion of degree work in each area. The proposed name is more inclusive and would bring the department into alignment with other departments across the country that offer degrees in studio art and art history; most departments of this nature include art history in the title of the department. Changing the name would have the added benefit for recruitment of making prospective students aware of the full range of opportunities for study in the visual arts, including art history, and thereby entice more potential applicants to choose Colorado State University for studies in art and art history.

Furthermore, the proposed name would bolster the external perception of the department's relationship to the University Art Museum, with the benefit of communicating to potential museum donors the integral role art history plays in fostering a place for research in the visual arts at the university. The name change would also benefit faculty grant-writing efforts by signaling to granting agencies the equal standing of art history, studio art and art education within the department. This name change would also lay the groundwork for the possibility of planning a Masters in Art History in the coming years.

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NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions - ~~oversecored~~

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C.2.3.1 – Colleges and Academic Departments

e. College of Liberal Arts (*last revised June 4, 2008*)

Comprising the Departments of Anthropology; ~~Art~~ Art and Art History; Communication Studies; Economics; English; Ethnic Studies; Foreign Languages and Literatures; History; Journalism and Technical Communication; Music, Theater, and Dance; Philosophy; Political Science; and Sociology.

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section E.9 – Faculty Productivity

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.9 – Faculty Productivity

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section E.9 – Faculty Productivity, are requested to create uniformity in consideration of how changes in workload and effort distribution may affect a bid for tenure or full professor.

NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions - ~~overseored~~

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**E. 9 Faculty Productivity** (*last revised August 12, 2009*)

Decisions concerning tenure, promotion, and merit salary increases are linked to the faculty member's productivity in teaching and advising, research and other creative activity, and University and professional service. Each academic unit must establish expected levels of productivity for the unit in each of these areas. Productivity is assessed by relating the effort expended to the outcome, in terms of effectiveness, impact, and documentation of the activity. Effort distribution is the allocation of effort into particular areas of responsibilities. Workload describes the professional responsibilities of the faculty. The responsibilities of faculty members for each of these activities will vary, depending upon the mission and needs of the academic unit and the expertise and interests of the faculty. The University recognizes that a faculty member's activities may change over a career and is committed to the use of differentiated responsibilities for individual faculty. Hence, in the evaluation process, reasonable flexibility should be exercised, balancing, as the case requires, heavier responsibilities in one (1) area against lighter responsibilities in another.

Decisions regarding tenure, promotion, and merit salary increases must be consistent with, and based upon, the effort distribution established for each faculty member. The department code shall define the general expectations of effort distribution regarding teaching and advising, research and other creative activity, and service responsibilities in terms of the academic mission of the department. 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. During the probationary period and following tenure in the years leading to full professor, there may be a need for changes in the workload and effort distribution originally established at the time of hiring or at the time of tenure and promotion to associate professor. These changes shall be negotiated between the faculty member and the department head (E.9.1, E.9.2). In

this event, since promotion and tenure decisions are linked to the faculty member's productivity in line with effort distribution and workload, the promotion and tenure committee or a subcommittee thereof shall provide input in writing to the department head regarding the extent to which these changes may affect progress toward tenure. Following any negotiated changes, these changes and the committee's response, shall be clearly articulated in writing by the department head to the faculty member.

E.9.1 (*no changes*)

**E.9.2 Individual Faculty Workload** (*last revised August 12, 2009*)

Individual workloads for each area of responsibility may vary over time in accordance with the needs and missions of the different academic departments and shall be negotiated between the faculty member and the department head subject to the provisions of Section C.2.6.2.e. Factors for which workload can be adjusted include, but are not limited to, course credits, class size, course level, method of course delivery, type of course (lecture, independent study, internship, supervised student research, thesis/dissertation, clinical, practicum), advising load, off-campus assignments, number of preparations, new preparations, teaching assistants, size and activity of research program or other creative activity, and service.

MATTERS FOR ACTION:

2013-14 Academic Faculty and Administrative Professional Manual Revisions:  
Section E.10.3 – Administrative Responsibilities in Relation to Tenure

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.10.3 – Administrative Responsibilities in Relation to Tenure

EXPLANATION:

Presented by Tony Frank, President.

The proposed revisions for the 2013-2014 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revisions follows:

The proposed revisions to the Academic Faculty and Administrative Professional Manual, Section E.10.3 – Administrative Responsibilities in Relation to Tenure, are requested better address department head annual evaluation comments and recommendations. These comments may be misleading to a tenure-track faculty member if the evaluation, with its short-term focus, is vague regarding possible longer-term issues that, if not addressed, may jeopardize the faculty member's chance of achieving tenure. Perceived yet unwritten and unspoken deficiencies in a faculty member's productivity may ultimately lead to a final negative recommendation for tenure on the part of the department head, even though these deficiencies were not made apparent to the faculty member by the department head in annual evaluations leading up to the final review. A regular, parallel, faculty-driven process ensures additional and independent review of the tenure-track faculty member, providing the opportunity for the faculty member to adjust priorities and effort in time for the final review at the end of the probationary period. This independent annual review by tenured faculty, shared with the department head, also serves to inform the department head of the probationary faculty member's workload issues viewed by tenured faculty in the department as worthy of reconsideration, discussion, and adjustment.



NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions - ~~overseored~~

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**E.10.3 Administrative Responsibilities in Relation to Tenure** (*last revised May 2, 2007*)

a. The head of the department and the faculty member on probationary status are jointly responsible for discussing, at least once annually, prior to the time for the decision on tenure, the faculty member's development and fitness for the position involved and prospects for eventually acquiring tenure. The department head shall provide the faculty member and the dean of the college concerned a written summary of the evaluation of progress toward tenure at the time of the conference. This report is independent of the annual evaluation covering achievements of the most recent calendar year. Likewise, the tenured faculty of the department, or a subcommittee thereof, shall annually provide an independent assessment of progress toward tenure, and a written report summarizing progress toward tenure and of any perceived deficiencies, to each tenure track faculty member. The report of the committee shall be shared with the department head and the tenure-track faculty member and may include suggestions for workload and effort distribution judged to be supportive of the faculty member's progress toward tenure.

b. The head of the department shall make every effort to encourage and assist the faculty member to fulfill the conditions which will qualify him or her for tenure. ~~After~~ This may include consulting with the departmental tenured faculty committee, or a subcommittee thereof, regarding suggestions received in the committee's written report summarizing progress toward tenure. ~~the department head shall as part of the annual evaluation, inform faculty members in writing of progress toward tenure and of any perceived problems with their performance that might jeopardize their prospects for tenure.~~

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Consent

\_\_\_\_\_  
Approved

**MATTERS FOR ACTION:**

Approval of Degree Candidates

**RECOMMENDED ACTION:**

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees at the end of the Winter 2013 C Term (ending 3/2/2014).

**EXPLANATION:**

Presented by Dr. Becky Takeda-Tinker, President of CSU-Global Campus

The Faculty of Colorado State University – Global Campus recommends the conferral of degrees on those candidates who satisfy their requirements at the end of the Winter C Term as part of the term-based degree conferral. The Office of the Registrar has processed the applications for graduations; only those individuals who have completed all requirements will receive their degree.

Section

6

Faculty and Student  
Representative Reports

Board of Governors of the  
Colorado State University System  
February 13-14, 2013  
Faculty Report



#### Faculty Update

- Total Faculty: 385 active faculty assigned to 15 academic programs
- 480 faculty members were scheduled for 689 sections in December and January

#### Supporting Faculty Presentations

- Faculty can receive an honorarium to support the cost of presenting at professional conferences in their field and if they are representing CSU-Global

Example of presentations:

- Communication Issues in a Multilingual Business Environment: Insights from Managers
  - Theoretical Arguments for the Feminization of leadership: An Interdisciplinary Approach to Women Leadership through Higher Education
  - Intensity of LinkedIn Usage by “Truly Small” Firms to Promote Business-to-Professional Interactions
- 
- Faculty are reimbursed for 100% of approved costs if their presentation directly supports the CSU-Global mission and they are representing CSU-Global

Example of presentations:

- Best Practices for Performing Critical Assessment and Providing Meaningful Feedback
- Working with First-Generation and Adult Learners
- Effective Preparation for Students and Instructors to be Successful in Online Education

#### Faculty Training

- Faculty receive an honorarium for each additional training course they complete
- From September 1st through December 31st, 2013, 106 faculty participated in additional training including *Assessing for Impact*, *Working with Adult Learners*, *Facilitating Online Discussions*, and *Managing Plagiarism*

#### Supporting Military Students

- Currently 57 faculty have previous direct/indirect military experience
- Wounded Warrior - Faculty work with students one-on-one if they have additional needs
- Faculty career coaching assists military veterans in navigating transition to civilian workforce

## Faculty Performance Data

- Faculty performance now integrates third component through business analytic tool
  - Tool returns quantitative results aligned with core CSU-Global faculty expectations
  - A suite of reports are generated throughout the week providing faculty performance team insight to how well faculty are meeting expectations
  - Quick report production allows performance team to respond prior to a problem becoming a student concern
- Performance data integrates well with course rating and annual evaluation process

## Faculty Quality Indicators (FQI)



COLORADO STATE UNIVERSITY – PUEBLO  
FACULTY REPORT  
FEBRUARY 2014

This report covers the highlights since the December 2013 Board of Governors meeting.

Senior Lecturer Positions

The Faculty Senate has been investigating the role of lecturers on the campus. CSU-Pueblo has a number of temporary faculty members that have, through years of repeated contract renewals, become more permanent members of the campus. They are loyal and highly valued employees. The Faculty Policies and Procedures Committee investigated the creation of a new Senior Lecturer position to which eligible faculty may be appointed. This position would offer some lecturers an employment contract of 3-5 years. The initial draft of the Faculty Handbook policy was presented to the Faculty Senate for a first reading at the meeting of December 2. The second reading and possible passage of the proposal is scheduled for the meeting on February 3.

Revision of Catalog Policy Regarding Delinquent Student Accounts

CSU-Pueblo students are subject to any or all of the following actions if they have a delinquent debt to the University:

- (1) Inability to view grades,
- (2) Administrative withdrawal,
- (3) Diplomas and transcripts withheld,
- (4) Letter of completion for graduation withheld,
- (5) Enrollment and degree verification in National Clearing House database restricted,
- (6) No future course enrollments, and
- (7) Debt turned over to a collection agency.

Items (4) and (5) are new and are meant to prevent students potential employment based on a college degree from CSU-Pueblo by potential employers accessing their graduation information based on these sources of data. This proposal will come for a first reading in the Senate on February 3.

### Revision of Catalog Policy Regarding Credit for Prior Learning

Prior learning is non-college or experience-based learning that has been attained outside of accredited postsecondary educational systems. Prior learning includes knowledge from work and other life experiences. It is awarded for college-level knowledge, skills, and competencies that students have obtained elsewhere. CSU-Pueblo students may seek up to six hours of undergraduate academic credit for prior learning by contacting the academic department from which they would like the credits awarded. The department chair will describe the requirements and the process for obtaining prior learning credit.

The rationale for this proposal follows Colorado legislation. “Beginning in the 2013-2014 academic year, each public institution shall adopt and make public a policy or program to determine academic credit for prior learning.”

This proposal will come for a first reading in the Senate on February 3.

### Revision of Catalog Policy Regarding Academic Renewal

Current catalog text: Undergraduate students who return to Colorado State University-Pueblo after an absence of at least three years and whose cumulative CSU-Pueblo grade point average is below 2.000 are eligible for academic renewal. Students who take advantage of the Academic Renewal Policy will not have grade point averages carried forward upon readmission. Courses with an earned grade of C or better are eligible to count toward graduation. Students must be currently enrolled for academic renewal to be processed.

Proposed catalog text: Undergraduate students returning to CSU-Pueblo after an absence of at least three years with a cumulative CSU-Pueblo grade point average below 2.000 are eligible for academic renewal. Students who take advantage of the Academic Renewal Policy will not have grade point averages carried forward upon readmission. Courses with an earned grade of D+ or below are not eligible to count toward graduation. Students must be currently enrolled for academic renewal to be processed.

Rational: The C- grade was given for a year and a half window. Some students that are requesting academic renewal have C- grades and questioned arose happens with grades of C- on academic

renewal. Since CSU Ft. Collins and University of Colorado Boulder both give C- grades and they are accepted in transfer, it was viewed that the C- grades should be accepted for academic renewal.

This proposal will come for a first reading in the Senate on February 3.

#### Faculty Forums held by the Senate

The Faculty Senate has held two faculty forums for the purpose of gathering information and concerns due to the recent budget and position cuts. These forums were attended by a majority of the senators and by about 30 members of the faculty at-large. The meetings were on January 3 and January 27. Based on the concerns voiced by the faculty at-large, the Senate officers are formulating recommendations for action.

The President's office has created a public website for the dissemination of documents and information on the current budget situation. The URL is:

<http://www.colostate-pueblo.edu/PresidentsOffice/BudgetCentral/> .

Respectfully Submitted,

A handwritten signature in black ink that reads "Frank Zizza" followed by a horizontal flourish.

Frank Zizza, Ph.D.  
BOG Faculty Representative



**Report by the Faculty Representative from CSU – Fort Collins to the Board  
of Governors**

**February 12-14, 2014, Denver**

1. December 3, 2013 Faculty Council Meeting:

- a. Summary of action items involving changes to the *Academic Faculty and Administrative Professional Manual*
  - i. Change to the *Manual*: Section C.2.1.3.2 – Ex Officio Members. This change recognizes that voting rights rest with standing committees of Faculty Council and broadens the membership of FC by allowing Chairs of those committees (or their delegates) to have voting rights during FC meetings, even if they themselves are not members of FC and/or are not full-time faculty members.
  - ii. Change to the *Manual*: Section C.2.1.9.5.d – Committee on Libraries. This change clarifies the role of the committee and its relationship to the Dean of Libraries.
  - iii. Change to the *Manual*: Section C.2.3.1.e – Colleges and Academic Departments – College of Liberal Arts. This involves a name change from the Department of Art to the Department of Art and Art History. The change better reflects the academic strengths of the undergraduate and graduate programs in the department and is designed to improve the department's visibility and enhance recruitment of students and faculty. The department is also considering the possibility of adding an MA in Art History in the future.
  - iv. Change to the *Manual*: Section E.9 – Faculty Productivity. This change is needed to ensure greater uniformity based on best practices for dealing with changes in workload and effort distribution on a faculty member's progress toward tenure and promotion. The department's T&P committee is charged with monitoring a faculty member's progress independently of the department chair and as such should provide input to the department chair on the effect any changes in workload or effort distribution are likely to have on the faculty member's progress toward tenure and promotion.
  - v. Change to the *Manual*: Section E.10.3 – Administrative Responsibilities in Relation to Tenure. This change is also needed to ensure greater conformity with best practices for providing faculty members with feedback on their progress toward tenure and promotion. Specifically a separate process should be used for providing written evaluation of progress toward tenure and promotion from the annual evaluation process and the T&P committee should provide an independent (from the dept. Chair) written report to the faculty member and to the dept. Chair. The dept. Chair in turn should provide a written report to the faculty member that is separate and distinct from their written annual evaluation report.

- b. New CIOUSUs approved by the Committee on University Programs:
  - i. Center for the Study of Academic Labor (CSAL). Director is Dr. Jennifer Aberle.
  - ii. CSU Equine Institute. Co-directors are Professor Colin Clay and Professor Kevin Pond.
  - iii. Center for Collaborative Conservation (CCC). Director is Robin Reid.
- c. Changes to Programs:
  - a. A new minor in Russian Studies was approved by the UCC. There has been growing student interest and a non-tenure track member of the faculty with the expertise to lead this new program.
  - b. Dropping the M.Sc. Plan B in Human Development and Family Studies was approved by UCC. The Plan version of the Master's degree was determined not to provide students with sufficient research experience since most students who complete the M.Sc. go on to Ph.D programs.
  - c. Dropping the Graduate Merchandising Interdisciplinary Studies Program was approved by UCC. The rationale for the drop was lack of student and faculty interest.
- d. The Discussion Item at the December meeting was on the University's Sexual Harassment Policy. Recent changes in the law and in best practices necessitate updating our policy. Josh Zugish from OGC and Diana Prieto from OEO gave a presentation on changes to the law and the specific aspects of our policy found in Appendix I of the *Manual* that will need to be modified. Zugish outlined the next steps, which include input from Faculty Council and the Administrative Professional Council. The new policy will have to be adopted and Appendix I revised by March 7, 2014. That would require approval by Faculty Council at the March 4, 2014 meeting and special approval by the BOG before the March 7 deadline. Their presentation can be found at:  
<http://facultycouncil.colostate.edu/index.asp?url=links>

2. On-going Faculty Council business:

- a. Faculty Council will have a discussion item at the February 4, 2014 Faculty Council meeting on the topic of Special Academic Units (SAUs). David Greene, Chair of CORSAF, Carole Makela, Chair of UCC and Rick Miranda, Provost will discuss issues related to faculty appointments in SAUs.
- b. Members of AAUP at CSU wrote a letter in response to controversy surrounding proposed budget cuts at CSU Pueblo. They subsequently requested that Faculty Council Executive Committee give members of Faculty Council an opportunity to respond to action taken by the administration at CSU –Pueblo against Professor Tim McGettigan in violation of his Academic Freedom of expression and his First Amendment rights. At this time the matter is still pending.

I anticipate providing an update on both of these issues at the February BOG retreat.

Respectfully submitted by Dr. Alexandra Bernasek, Faculty Representative to the Board of Governors from CSU.

Board of Governors of the  
Colorado State University System  
February 14<sup>th</sup>, 2014  
Student Report



**I shared with everyone at the December meeting that CSU-Global had received approval from the Student Veterans Association to create its own Student Veterans Organization (SVO). Today I would like to share how the SVO is doing.**

- The Student Veterans Organization has its first President, Duane Dillard, who has volunteered his time to help get the SVO up and running.
- The SVO, at the time of this report, has already received over 200 applications for membership, and that number is rising every day.
- The SVO is also actively seeking out Student Veterans to inform them what the SVO can do for them and the services that the SVO provides.
- The SVO has also conducted a survey of the Student Veterans to see what was important to them and what they would like to see from the SVO. Here is the feedback that they received:
  - Our student veterans would like to have more information regarding their military benefits.
  - They are looking for career assistance and professional development.
  - They want to support other service members, veterans, and their families.
  - They also want to be able to network with other CSU-Global military students and veterans.

**Here is a list of ways that CSU-Global works to address the unique needs of its U.S. service members through a variety of services and support factors.**

- Application fees are waived for all veterans, active duty service members and their family members.
- All veterans, active duty service members and their family members receive a 10% tuition discount.
- We provide them with dedicated staff members in Student Support Advising, Student Advising, Financial Aid and a coordinator who are all trained on military specific processes, documents and culture.
- Military credit can be transferred via transcripts from the American Council on Education, Community College of the Air Force, and Joint Services.
- A Student Veterans Association Chapter was established in November 2013 with a President and a Chapter Advisor, and now has 187 student members
- \$1000 Operation EDU scholarships have been awarded to new students enrolling in CSU-Global who started in Winter terms, and we are currently accepting applications for the graduate and undergraduate National Military Family Association Scholarships.

- There is a Military Transition page in the Career Center which provides a military skills translator guide to help military and veteran students translate the work they did in the armed forces to fit the needs of the private sector.
- CSU-Global is a Department of Defense partner and has signed its Memorandum of Understanding and Principles of Excellence to ensure approval of VA and TA benefits.
- We have a very generous Military Leave of Absence Policy to accommodate those students who deploy.
- Our Wounded Warrior Program allows one-on-one instruction and an extended term for students with post-trauma-stress-disorder and traumatic brain injuries.
- Boot Camp training is provided to all faculty members to help them understand and meet the needs of service members.

**Also at the December meeting, I shared that CSU-Global had rolled out its new Student Portal. Today I would like to update you on this process.**

- The overall student perspective on the new portal has been highly positive.
- Many students have compared the new portal design to that of other Universities and have commented that they prefer our portal.
- When students have had negative comments, CSU-Global has worked to fix the students concerns.
- Here is a list of changes that have occurred to the new Student Portal since it was first implemented:
  - Added self-service electronic 1098 T functionality
  - Added a Degree Progress Audit so students can check on their progress towards graduation
  - Add Site Search functionality
  - Redesigned the Portal Dashboard. The Portal Dashboard is the main page for students to view their student information. The dashboard is a page where students can receive alerts, access their classes, track their degree progress, view their personal student information, access their student email, view student news and CSU-Global social media, and provides a way for students to give feedback.
  - Updated Document Center Technology for student ease in accessing documents they need for administrative purposes
  - Improved Browser Security Measures
  - Integrated Orientation and Review into the Portal to enhance the student's onboarding experience

**Here is what I am currently working on.**

- I am exploring ways to get more student involvement as it pertains to my position.
- I just started the first class in my Master's program on February 3<sup>rd</sup>.

*Brad Schiffelbein*

CSU-Global Student Representative  
 CSU-System Board of Governors  
 bogstudentrep@csuglobal.edu



## ASCSU Student Body President

Board of Governors February 2014 Report

Student Representative: Nigel Daniels

Colorado State University

### President's Office:

- Colorado State Capital for Higher Education
  - The ASCSU Deputy Chief of Staff, Samantha Guinn and myself attended the Senate Education committee to hear Senator Jahn to hear her presentation of SB-001
  - Testified on behalf of students at Colorado State University to both acknowledge the level of support this provides and to thank the legislature for taking an initiative on supporting higher education
  
- President's Financial Advisory Committee
  - Met with advisors and student leaders from the University Technology Fee Advisory Board, the University Facilities Fee Advisory Board, the Student Fee Review Board, and ASCSU to discuss updates and hear proposals
  - Discussed the Wi-Fi proposal that had been presented to the UTFAB by the Academic Computing and Networking Services (viewed all 3 proposals)
  - Worked with University administrators, UTFAB leaders, and ASCSU leadership to discuss proposing a resource request to address Wi-Fi during the University budget hearings

### Marketing

- ASCSU Website
  - The Marketing department has been working hard to re-establish the Associated Students of Colorado State University website
  - Implementing the 'Interactive Student Fee' and areas that will allow students to provide perspective on ASCSU's priorities and performance
  - Exploring the possibilities in implementing a 'Rate my Landlord' section that students could use as a resource when searching for housing
  
- ASCSU Accountability Report
  - Worked with the ASCSU Graphic Designer to establish a mid-year accountability report to address all of the accomplishments ASCSU accomplished in Fall 2013
  - Disperse full reports to advisors and key locations across campus
  - Provide an electronic copy on the ASCSU website to allow students to download their own copy

Student Services:

- ASCSU and Athletics
  - Working with Athletics to expand Ram Spirit through providing **two** new Ram Road Trips to support the Rams Basketball team this season
  - Brainstorming and collaborating with Athletics to identify the best approach to take for connecting with current students and encouraging Athletic participation
  - Working with representatives from the Fan Experience Committee to implement the short term goals

Governmental Affairs

- CSU annual Day at the Capital
  - Annual event that allow any student to travel to the Colorado State Capital fully funded through ASCSU
  - This event allows for students to be exposed to state politics, hear from Colorado leadership, and talk with their representatives
  - Provided students with two meals and worked in collaboration with the CSU Founders Day in Denver to provide more opportunities for students
- Transfort
  - Working with the Director of Alternative Transportation, Aaron Fodge to review to results from a recent transportation survey

**Late Night Green & Gold Statistics**

Route	Green & Gold					
	December 2013		December 2012		Regular % Change	Senior/Disabled% Change
	Regular	Senior/Disabled	Regular	Senior/Disabled		
Gold-1	477	0	449	1	6.2%	-100.0%
Gold-2	614	0	434	0	41.5%	N/A
Green-1	162	0	187	0	-13.4%	N/A
Green-2	135	0	135	0	0.0%	N/A
<b>TOTAL</b>	<b>1,388</b>	<b>0</b>	<b>1205</b>	<b>1</b>	<b>15.2%</b>	<b>-100.0%</b>
<b>TOTAL RIDERS</b>	<b>1,388</b>		<b>1,206</b>		<b>15.1%</b>	

- Reviewing next steps to take with the negotiated contract between ASCSU and Transfort

Outreach:

- ASCSU Spring Retreat
  - Discussed progress, accomplishments, and goals throughout the Fall semester both as an organization and departments
  - Invited students from different areas across campus to hear their perspective on what ASCSU could do better
  - Established goals for the Spring semester and identified clear paths to accomplishing them
  - Established contact databases for current ASCSU members, ASCSU + Advisors, and a conjugated email list of all ASCSU contacts

## University Affairs

- Senate Recruitment
  - Continuing to move forward through the UCC process to create the Senate credit hour
  - Conducting plaza days in which ASCSU members stand on the plaza and provides students with free coffee and recruitment material for ASCSU Senate
  - Working with college councils to try and fill the open Senate seats

## Department of Health

- Health Insurance change
  - Worked with the Student Media newspaper (*The Collegian*) to publish numerous press releases about the change that occurred this Spring, requiring all undergraduate students to have health insurance
  - Held open forms and information sessions to help students navigate through the University change
  - Continuing to work with the Health Network to get every student insured

## RamRide

- Hiring process for the new Executive Director of RamRide has begun and applications have been released
- Preparing for the launching of the new RamRide phone app and website:

### **RamRide Accomplishments (few)**

<b>Dispatch</b>	New Samsung tablets for the Volunteer Navigators  Mobile Knowledge created a dispatch program. Call stations are now streamlined.	<ul style="list-style-type: none"><li>• Automated system decreased pickup and drop off times</li><li>• Helped volunteers with navigation and efficiency</li></ul>	Pitched in 2012 – implemented Fall of 2013
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<b>Student Organization Support</b>	RamRide offers \$1000 if a student organization volunteers 30 members	To give money back to student organizations and fill up volunteer slots	Fall 2013
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Best Regards,

### **Nigel Daniels, President**

Associated Students of Colorado State University

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Section

9

Presidents' Reports and  
Campus Updates



### **Increase Degree Attainment and Stakeholder Engagement**

- As of the January term start date we now have over 10,200 active students with 480 faculty members teaching 689 sections.
- Our new Student, Faculty, and Staff Portals are now fully operational with 100% uptime to help enhance organizational communication and integration.
- CSU-Global received a unanimous vote from the Executive Committee of the United Veterans Committee of Colorado to support its bill to expand access to all students in the 2014 Colorado state legislative session.

### **Improve Student Success**

- The course development team has updated all of our 300+ courses to ensure that they are now all mobile-friendly for most tablets, phones, and other hand-held devices, and have increased interactivity, all within the new sleeker look.
- A new online, self-paced student success program for new students was launched in December for students enrolling for the January term. The program provides information that will help new students more easily navigate and more quickly adapt to the CSU-Global learning environment and university policies. The program is part of the Student Success process that was initiated in the fall to increase student retention.

### **Enhance Access and Reduce Attainment Gaps through Academic Excellence**

- CSU-Global degree programs ranked in the Top 100 in the U.S. News & World Report Rankings. The publication's annual listing ranks CSU-Global as #16 for Best Online Bachelor's Programs for 2014 as well as includes it in the top 100 for Best Online Graduate Business Programs (#82) and Best Online Graduate Education Programs (#67).

- New course and program design frameworks have been launched to hone learning outcome focus and prescribed learning materials to increase the equality of student outcomes obtained from both standard courses and credit-by-exam course work.
- CSU-Global has launched its ENGAGE! Instructor Development Series to provide prospective instructors throughout Colorado and the nation with the tools and information they need to help them qualify to teach online. The Series' first course, Online Fundamentals, runs 10-weeks at a cost of \$450 per participant.

**Promote Affordability and Efficiency**

- CSU-Global's Bachelor of Science in Business Management, Bachelor of Science in Organizational Leadership, Bachelor of Science in Public Management, Master of Science in Management, and Master of Science in Organizational Leadership programs have been independently reviewed and ranked by GetEducated.com as a "Best Buy" for students seeking a high quality, low-cost online business degree.
- The automated faculty management system is on-schedule for launch in Spring 2014. The system will facilitate efficiency in scheduling and in matching faculty to courses based on their academic credentials and performance ratings.

**COLORADO STATE UNIVERSITY – PUEBLO  
PRESIDENT’S REPORT**

**I. ACADEMIC EXCELLENCE**

**A. Acting Dean Invited to Serve on ASAP Committee**

Dr. Sylvester Kalevela, acting dean of the College of Education, Engineering and Professional Studies, has been invited to serve on the External Advisory Committee for the Center for Accessibility and Safety for an Aging Population (ASAP) at Florida State University. ASAP is a Tier 1 University Transportation Center (UTC) that operates under the auspices of the U.S. Department of Transportation. The UTC serves a consortium of three universities: Florida State University, Florida A&M University and the University of North Florida.

**B. Faculty and Student Article Collaborations**

Drs. Claire Ramos and Jeff Smith of the Department of Biology, along with recent undergraduate and master’s alumni Nathan Lavoy, Lun Li, Micah Vasquez, and Amy Uhernik, co-authored “Regulation of Monocarboxylic Acid Transporter-1 by cAMP dependent vesicular trafficking in brain microvascular endothelial cells,” which will be published in *PLOS ONE* in January, 2014.

Dr. Chad Kinney, associate professor of chemistry, published an article with graduate student Pradeep Gautam as first author titled “Presence and Transport of the Antimicrobials Triclocarban and Triclosan in a Wastewater-dominated Steam and Freshwater Environment” in the journal *WaterResearch*. The article is currently available online (DOI information: 10.1016/j.watres.2013.09.032) and will be forthcoming in print.

Dr. Melvin Druelinger had a submission titled “Synthesis of a bisphenolic tetrazine from cyanophenol and subsequent conversion to pyridazines and polyesters” accepted to the 247<sup>th</sup> American Chemical Society National Meeting in March 2014. The first author and presenter is undergraduate student Garrett Williams who received a \$300 National Meeting Travel Award from the American Chemical Society and a \$400 travel grant from the Colorado Section of the American Chemical Society to be able to attend the meeting.

### **C. Faculty Member Shares Expertise in the Teaching of Mathematics**

Professor Janet Barnett was recently named Associate Editor of *Convergence*, a refereed on-line journal for the history of mathematics and its use in teaching. She is also serving as one of six invited members of the Research Dossier Working Group on “Original Sources in the Teaching and Learning of Mathematics” for the International Study Group on the relations between the History and Pedagogy of Mathematics. Dr. Barnett is also one of five invited panelists for the European Summer University on the History and Epistemology in Mathematics and its use in teaching in Copenhagen, July 2014, addressing “The question of evaluation and assessment of experiences with introducing history of mathematics in the classroom.”

### **D. English Professor Receives Fiction Award**

Assistant Professor of English Iver Arnegard’s collection of short stories, *What Rises*, won Gold Line Press’s 2013 prize for fiction and will be published this spring. Dr. Arnegard’s essay, “Fourth World,” was accepted for publication in a forthcoming anthology, *Composing through Gender*. Dr. Arnegard has been accepted to present on his teaching pedagogy at the Transitions and Transactions conference in April.

### **E. Speech Communication Professor Presents on Latino Males**

Dr. Yvonne Montoya, assistant professor of Speech Communication, presented her paper, “From the Outside Looking In: Examining Narratives of Latino Males Who Dropped Out of High School,” at the National Communication Association annual convention in Washington, DC. Dr. Montoya submitted a journal article proposal for a special issue on Education and Training for Globally Distributed Virtual Teams: Preparing the Workforce for the Future and her book chapter proposal to a peer-reviewed, edited volume on immigrants and work was accepted.

### **F. Professor’s Research Focuses on Teaching Diverse Language Learners**

Associate Professor Alegria Ribadeneira presented her research at the American Council of Foreign Language Teaching Conference in November 2013. Dr. Ribadeneira’s research focuses on strategies teachers can use when teaching language to students who have diverse language acquisition backgrounds, including second language learners and heritage language learners who have learned a language at home but need to develop literacy skills. As a Hispanic Serving Institution, CSU-Pueblo is in a position to place itself as a leading research institution in this field and Dr. Ribadeneira has tapped into our student population to conduct her research.

### **G. Expert in Chinese History to Make Presentations**

Dr. Brigid Vance will present her research in a panel titled “Dreaming in Chinese: Rendering the Invisible Visible” at the Association for Asian Studies conference in Philadelphia in March 2014. She has also been invited to participate in a symposium at Bowdoin College in April 2014 on the history of science and medicine in China in a presentation titled “Exorcising Dreams and Envisioning Health in Late Ming China.”

### **H. Philosophy Professor Completes Research**

Dr. John O’Connor, assistant professor of philosophy, completed researching and writing “Crossing the Continental Divide: Husserlian Rapprochement.” This article continues his research into the nexus between science, logic and philosophy in the early twentieth century. “Crossing the Continental Divide” is currently under review at the *International Journal of Philosophical Studies*.

## **II. STUDENT ACCESS AND SUPPORT**

### **A. CSU-Pueblo to be Points of Light Veteran Leader Corps Host Site**

In partnership with AmeriCorp and the Campus Compact of the Mountain West, CSU-Pueblo has received a grant to be a host site for the Points of Light Veteran Leader Corps Program. Social Work student Dominic Pillitteri has been selected for a one-year internship as the Veteran Student Success Coordinator. Dominic will help the Veteran Affairs Office create peer mentoring programs that will help our Veterans transition into college and assist them with job readiness skills by connecting them with community-based resources after graduation.

## **III. DIVERSITY**

### **A. National Endowment for the Humanities Film Series Begins**

Lieutenant Governor Joseph Garcia kicked off a four-part film series at CSU-Pueblo, made possible by a grant to the university library by the National Endowment for the Humanities (NEH). The NEH Created Equal project uses the power of documentary films to encourage public conversations about the changing meanings of freedom and equality in America. The four films that are part of this project (*The Loving Story, Jan. 23; The Abolitionists, Feb. 20; Freedom Riders, April 3; and Slavery by Another Name, April 17*) tell the remarkable stories of individuals who challenged the social and legal status quo, from slavery to segregation. Created Equal is part of the Bridging Cultures

initiative of the NEH, produced in partnership with the Gilder Lehrman Institute of American History.

#### **IV. IMAGE BUILDING**

##### **A. CSU-Pueblo to Host 2015 Wrestling Regionals**

CSU-Pueblo has been selected as the host of the 2015 NCAA Division II Wrestling Regional Championships. CSU-Pueblo, which has recently hosted national championship events for wrestling (2012) and outdoor track and field (2012 and 2013), will host its next NCAA event in 2015 with the Super Region 4 Wrestling Championships, Feb. 27 to March 2, 2015 at Massari Arena. In addition to the event determining the qualifiers to the 2015 NCAA Division II Wrestling Championships, to be held that year in St. Louis, Mo., it also will serve as the Rocky Mountain Athletic Conference Wrestling Championship site.

##### **B. CEA Students Recognized for Book Drive**

Student members of the Colorado Education Association (CEA) collected more than 1,000 books for student at Minnequa Elementary, a local Title I school, in December and were recognized for their efforts in the CEA's most recent statewide publication. The CSU-Pueblo students delivered books and assisted the elementary students in selecting a book to take home as their own. The entire story can be read at <http://ceapathways.org/2014/01/19/cea-student-members-treat-pueblo-kids-with-books-for-keeps/>.

#### **V. COMMUNITY OUTREACH**

##### **A. President's Leadership Program Service-Learning Project Winners Announced**

This past fall, members of the junior class of the President's Leadership Program at CSU-Pueblo took on an extensive community project in which they worked on ways to get local high school students more involved with nonprofit organizations as volunteers. They conducted research to find out what opportunities were available for students and the reasons that students did or did not want to volunteer in the community. They made presentations to students and advisors in area high schools on the value of volunteering and also met with nonprofit directors to advise them on how to utilize youth as volunteers and how to make their experience more enjoyable and rewarding. The class also designed and sponsored a "story-telling contest," offering prizes to local high school students for entering their videos of positive volunteer experiences. The top four entrants

were then recognized at a community luncheon in December -- the culmination of the project. There, the PLP students gave their own testimonies on how “giving back” had made a difference in their own lives, through networking, scholarship opportunities, and the great satisfaction that comes from helping others. This was a project that started out small, but continues, even though the semester is over, as they will be presenting on January 30<sup>th</sup>, to over 80 high school student council members.

#### **B. CSU-Pueblo to Host College Goal Sunday**

CSU-Pueblo will support the State of Colorado’s initiative to help college students and their parents find money for college by helping them complete and submit the Free Application for Federal Student Aid (FAFSA) at College Goal Sunday on February 9. CSU-Pueblo staff will provide free, professional assistance filling out the FAFSA form, which is a crucial step in the college planning process. Students and parents will have an opportunity to talk to financial aid professionals about financial aid resources and how to apply as well as obtain information about state-wide student services, admission requirements, and more. Spanish speakers will be available to help families complete the FAFSA. There are no costs associated with these services.

### **VI. RESOURCE MANAGEMENT**

#### **A. New Vice President of Finance and Administration Appointed**

An individual with significant experience in state finance and administration has been named the new Vice President for Finance and Administration (VPFA). Karl Spiecker, chief financial officer and director of finance and administration for the Colorado Department of Corrections (DOC) since 2007, began his duties as VPFA on January 2. With the DOC, Spiecker was one of four individuals on the leadership team who reported directly to the executive director of DOC. He oversaw an operating budget of \$741 million and managed 400 full-time employees. His duties included budget preparation and implementation, policy development, controller, contracts, purchasing, warehouse operations, accounts payable and accounts receivable, payroll, risk management, human resources, and public information. From 1998-2007, Spiecker was the chief legislative analyst for the Colorado General Assembly, Joint Budget Committee.

#### **B. New Student Life Dean Begins Duties**

Dr. Marie Humphrey began duties as the new Dean of Students and Residence Life on January 20. Dr. Humphrey previously worked as the Director of Residence Life, Housing, and Event Services at Regis University in Denver, where she was responsible



for the overall fiscal, marketing, facility, and organizational management of student housing. She oversaw the First-Year Experience curriculum for living/learning communities and also implemented student mentoring and tutoring programs. She worked closely with all facets of student life in her career, including positions at Jacksonville State University and the University of Alabama, Birmingham. She holds a bachelor's degree in English literature and a master's degree in international public health from the University of Alabama, Birmingham, and a doctoral degree in educational leadership and human resource studies from Colorado State University, Ft. Collins.

### **C. Plan to Balance 2014-15 Budget Released**

President Lesley Di Mare revealed the components of a plan to balance the projected \$3.3 million deficit projected for the 2014-15 fiscal year at an open forum on January 17. The plan includes a cut in operating budgets as well as elimination of 19 vacant positions and 22 filled positions, fewer than the 50 originally projected. She thanked all groups who had provided recommendations for the plan, including the Co-Chairs of the Academic Senate, the Chair of the American Association of University Professors, Chair of the Chairs Council, and Chair of the University Budget Board (UBB), which was implemented in October 2012 by the Faculty Senate to evaluate all academic programs for efficiencies and redundancies that might save dollars. She also announced the creation and immediate activation of a new web page called "Budget Central," which will feature communications from the President, the Chancellor, and the system office regarding the budget scenario, current and future budget documents, as well as resources for employees affected by the budget reduction. Budget Central may be found at <http://www.colostate-pueblo.edu/PresidentsOffice/BudgetCentral/>

## **VII. GRANTS and CONTRACTS – RECEIVED ONLY:**

### **Library**

Sponsor:	National Endowment for the Humanities
Principal Investigator:	Ms. Bev Allen
Project Title:	Orman Native American Artifact Improved Storage Project
Award Dates:	4/2014 – 8/2015
Amount:	\$2,943

University Total Received: **\$2,943**

## **COLORADO STATE UNIVERSITY PRESIDENT'S REPORT**

Board of Governors of the Colorado State University System  
February 14, 2014

### **I. TEACHING AND LEARNING: ASSURE EXCELLENCE IN ACADEMIC PROGRAMS**

#### **A. Higher Learning Commission Continues Accreditation of CSU**

The Higher Learning Commission announced Jan. 14 that its Institutional Actions Council has continued the accreditation of Colorado State University with next Reaffirmation of Accreditation to occur in 2023-2024. The Higher Learning Commission is an independent corporation and one of two commission members of the North Central Association of Colleges and Schools, which is one of six regional institutional accreditors in the United States. The Higher Learning Commission accredits degree-granting post-secondary educational institutions in the North Central region. The full accreditation report is posted on the CSU President's Office website.

#### **B. Colorado State University Offers New Degree in Neuroscience**

Beginning in Fall 2014, Colorado State University will offer a four-year undergraduate degree in neuroscience, the first such degree offered at a public institution in Colorado. Of the 124 undergraduate neuroscience degree programs offered in the country, only 24 are located at public universities, according to the National Center for Education Statistics.. Undergraduates in CSU's degree program can pursue one of two tracks, either behavior and cognitive neuroscience or cell and molecular neuroscience. Undergraduate students have long participated in neuroscience research at CSU. Since 2010, more than 40 undergraduates have co-authored more than 35 papers with CSU neuroscience faculty.

#### **C. Unique Veterinary Medicine Program to Benefit Alaska and Colorado**

Colorado State University and the University of Alaska Fairbanks in December launched a collaborative veterinary training program, allowing students from a subarctic home base to polish their learning and earn degrees from CSU's renowned Professional Veterinary Medicine Program. The novel partnership, starting in fall 2015, will introduce a rigorous veterinary curriculum at UAF, opening doors for students who want to pursue veterinary careers in Alaska. Meantime, the partnership will present new and compelling research opportunities for CSU faculty and graduate students. Among these will be One Health investigations at the juncture of human, animal, and environmental health. Students enrolled ultimately will study for two years on the Fairbanks campus, and will move to Colorado State's campus in Fort Collins for their final two years of veterinary training. CSU will confer the Doctor of Veterinary Medicine to students in the program, and veterinary graduates will return to Alaska to pursue careers.

**D. CSU Ranked No. 34 in “Part-Time MBA” Programs**

The “part-time MBA” program in Colorado State University’s College of Business ranked No. 34 among more than 900 accredited MBA programs in *US News and World Report’s* 2014 “Best Graduate Schools” rankings, released in January. University of Colorado-Boulder ranked No. 38. The “part-time MBA” rankings are defined by programs with students who balance a job and graduate school, often taking courses in the evenings or on weekends.

**E. CSU Vice Provost Receives Distinguished Service Award in China**

Jim Cooney, vice provost for international affairs at Colorado State University, has accepted the 2013 Confucius Institute Individual Performance Excellence Award. The award, which recognizes ongoing efforts to develop relationships with China, was presented Dec. 7 during the opening ceremony of the annual Confucius Institute Conference in Beijing. Cooney, one of 30 international recipients, was presented the award by China’s Vice Premier Liu Yangdong in front of 2,000 people.

**F. Colorado State University Confers 1,830 Degrees**

Colorado State University conferred 1,830 degrees on Fall 2013 graduates at commencement ceremonies Dec. 20 and 21. College ceremonies and ROTC commissionings recognized 1,421 undergraduate and 409 graduate students. Nineteen students were candidates for distinction as summa cum laude, 39 as magna cum laude, and 67 as cum laude.

**G. CSU Animal Sciences Professor Honored with 40 Under 40 in Agriculture Awards**

Colorado State University professor Dale Woerner was honored in December with Vance Publishing Corporation’s inaugural “40 Under 40 in Agriculture” award. The assistant professor of Animal Sciences was selected from among 200 candidates to join researchers, consultants, executives, and other top agricultural professors on this prestigious list. Woerner was selected for his leadership and commitment in advancing the cause to double global food production by 2050. Woerner has worked with the U.S. Meat Export Federation to address questions from U.S. export markets about beef-cattle production and marketing practices, efforts that have helped grow markets for U.S. beef.

**II. TEACHING AND LEARNING: INTEGRATE ACADEMIC AND CO-CURRICULAR EXPERIENCES**

**A. CSU professor, EcoCAR Advisor Selected for Automotive Engineering Fellowship**

A Colorado State University professor in January received a prestigious U.S. Department of Energy fellowship for his contributions to the Advanced Vehicle Technology Competitions, also known as the EcoCAR 2 challenge. Thomas Bradley, a professor of mechanical engineering and advisor to CSU’s EcoCAR 2 team, received the agency’s Applied Automotive Engineering Fellowship. As part of the fellowship, Bradley will create a module of self-taught, online

material for the AVTC's national Applied Automotive Engineering Curriculum Project. His module focuses on well-to-wheel environmental impact of vehicle operation. Sponsored by General Motors and the U.S. Department of Energy, EcoCAR 2 requires students to explore a variety of powertrain architectures for electric drive vehicles. Approximately 40 CSU undergraduate and graduate students are designing and building a Fuel Cell Plug-in Hybrid Electric Vehicle that operates on compressed hydrogen gas and electricity, not gasoline.

### **III. RESEARCH AND DISCOVERY: FOSTER EXCELLENCE IN RESEARCH, SCHOLARSHIP, AND CREATIVE ARTISTRY/FOCUS IN AREAS OF INSTITUTIONAL STRENGTH AND SOCIETAL NEED**

#### **A. CSU study finds Colorado continues to face significant long-term budget challenges**

The Colorado Futures Center at Colorado State University in December unveiled a comprehensive study looking at the long-term fiscal health of state government. The 2013 Colorado Sustainability Study examines the factors shaping the state's general fund for the decades ahead. It also builds and expands upon the widely cited and award-winning study completed by the authors in 2011. The 2013 Colorado Sustainability Study's key findings are that the recent recession eased pressure on some drivers of government spending and improved government's revenue outlook, which would normally be good news for citizens, lawmakers, and the business community. However, a hospital provider fee created in 2009 to pay for the expansion of Medicaid in Colorado has unexpectedly exacerbated conflicts with Colorado's constitutional revenue and spending limits. This has set up a scenario in which significant long-term budget gaps remain and likely will force difficult cuts at the same time that citizens start receiving constitutionally mandated tax refunds.

#### **B. CSU Biologists Studying Food Web to Enhance Dillon Reservoir Fishery**

Normally found only in Arctic waters, the Arctic char, a species of trout, is thriving in Summit County, and may hold the key to turning Dillon Reservoir into an angler's paradise. The Arctic char is the centerpiece to a multi-pronged research initiative led by Brett Johnson, a fisheries biology professor in Colorado State University's Warner College of Natural Resources. Johnson is developing bioenergetics models to improve the aquatic ecosystem production of Dillon Reservoir and enhance the lake as a fishing destination. Fishing had a \$1.3 billion economic impact in Colorado in 2012, so scientists and the community are hopeful that the study will boost tourism revenue as well as fish and fishery diversity. As Denver's largest single water supply source, Dillon Reservoir is held to strict nutrient standards, which are counterproductive to growing large fish. Furthermore, havoc was inflicted by opossum shrimp, which were introduced into Dillon Reservoir in 1970 and disrupted the ecosystem. The CSU research project is focused on a comprehensive study of the lake's ecosystem with a goal of restoring balance.

#### **C. End-of-Year Analysis of Energy Legislation in all 50 States**

Colorado State University's Center for the New Energy Economy in December published an end-of-year analysis of energy legislation in all 50 states. CNEE's analysis of the year's activity,

“2013 Year in Review – State Advanced Energy Legislation,” examines 589 bills enacted across nine policy categories of energy policy legislation, including key policy trends this session. The nine categories tracked are economic development, electricity generation, emissions, energy efficiency, financing/financial incentives, infrastructure, natural gas development, regulatory, and transportation. In 2013, there were 3,236 advanced energy-related bills introduced, of which 589 were signed into law by governors.

#### **D. Colorado State Researchers Collaborating on Commercial Freezer Technology**

Colorado State University researchers are teaming with a Boulder company to develop a commercial refrigeration system that could save supermarkets up to 65 percent on their freezer costs. Rebound Technology was awarded a six-month, \$142,000 National Science Foundation small-business grant to build a prototype of its IcePoint system, which relies on stored energy to keep supermarket freezers at their target temperature. Researchers at CSU’s Energy Institute will help build and test a working 2-kilowatt prototype. Rebound also recently received a \$1.4 million federal grant to develop a solar-powered refrigeration system for use in developing countries where there is little access to reliable electricity. CSU Energy Institute researchers are building a prototype and will help test the SunChill system at farms in Mozambique.

### **IV. RESEARCH AND DISCOVERY: IMPROVE DISCOVERY CAPABILITIES**

#### **A. CSU consortium partners with city to install tornado radar near Dallas/Fort Worth**

Midlothian, Texas, is the latest entity to install a short-range weather radar developed by Colorado State University and its partners at the Collaborative Adaptive Sensing of the Atmosphere. The Midlothian radar is the third unit added in the tornado-prone Dallas/Fort Worth area as part of a collaboration between CASA and the North Central Texas Council of Governments. Funded by a National Science Foundation grant, CASA is a research consortium involving CSU, the University of Massachusetts and the University of Oklahoma. CSU professor V. “Chandra” Chandrasekar, also serves as a CASA deputy director and leads the development of the center’s radars. CASA’s short-range radars use shorter scanning range to better monitor the lower atmosphere and identify where and when a tornado might touch down.

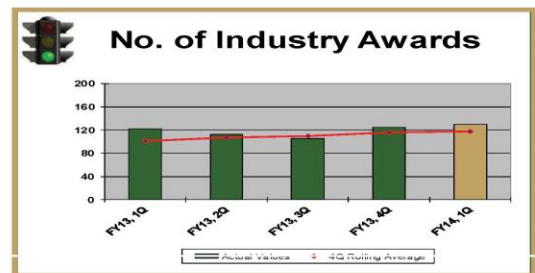
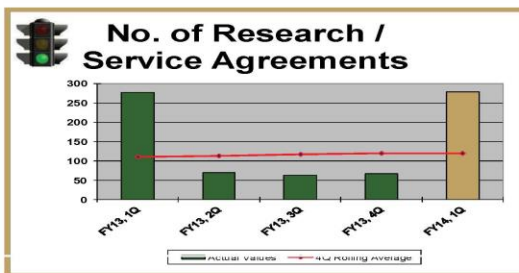
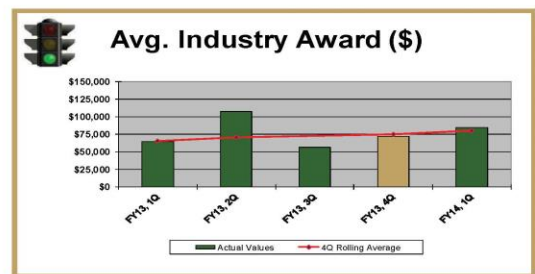
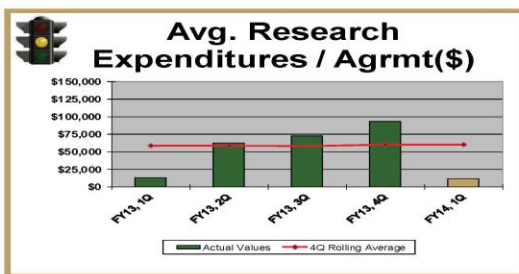
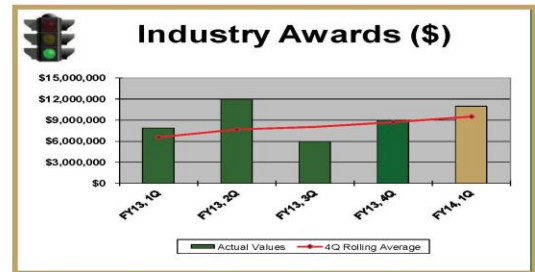
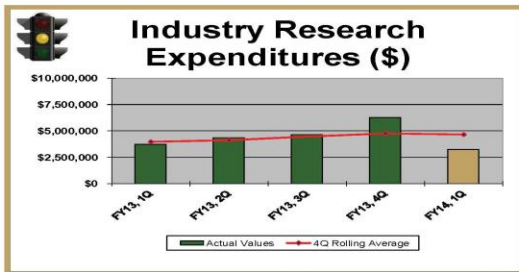
#### **B. CSU Researcher Investigates the Triggers for Hypertension with \$1.8 Million Grant**

A Colorado State University scientist received a \$1.8 million grant from the National Institutes of Health to investigate molecular functions that trigger hypertension in people with obesity. Gregory Amberg, an associate professor in the CSU Department of Biomedical Sciences, hopes his research will help define underlying causes of cardiovascular disease, insight that could provide a focus for better preventative therapies.

**C. Status of CSU-Industry Research Collaborations from the Vice President for Research**

**Industry Collaborative Research Metrics & Dashboard...**

METRIC	FY13, 1Q	FY13, 2Q	FY13, 3Q	FY13, 4Q	FY13 Year-End	FY14, 1Q
<b>Industry Awards (\$)</b>	\$7.9M	\$12.0M	\$6.0M	\$9.0M	\$34.9M	\$11.0M
<b>No. of Awards</b>	122	112	105	125	464	130
<b>Average Award Size (\$)</b>	\$63.5K	\$107.2K	\$56.9K	\$72.1K	\$75.2K	\$84.4K
<b>Industry Research Expenditures (\$)</b>	\$3.7M	\$4.4M	\$4.7M	\$6.2M	\$19.0M	\$3.3M
<b>No. of Sponsored Research/Service Agrmts.</b>	278	70	64	67	479	279
<b>Average Research Expenditure per Agrmt. (\$)</b>	\$13.4K	\$62.4K	\$73.0K	\$93.8K	\$39.7K	\$11.7K
<b>No. of MRDAs / MSAs (Incl. Amended Agreements)</b>	4	5	5	3	17	4



**V. SERVICE AND OUTREACH: PREPARE AND EMPOWER LEARNERS  
OUTSIDE THE CAMPUS ENVIRONMENT**

**A. 2013 CSU Extension Commissioner Survey Reveals High Satisfaction Levels**

Results of the 2013 statewide survey of county commissioners reveal that overall satisfaction with CSU's Extension programs rose again this year. Satisfaction scores increased in three of the four areas assessed. The quality of CSU Extension programs and services received a median score of 4.01 on a 5-point scale, up from 3.93 in 2012; value of the services counties receive scored 3.86 compared to 3.66 in 2012; responsiveness and service levels of individual county offices scored 3.90 compared to 3.97 in 2012; and overall satisfaction with service to citizens went up to 3.94 from 3.82 in the previous year. The slight decline in the responsiveness score this year may reflect a slight "settling out" of the increase in this score that occurred in 2012. The county response rate to this year's survey was 90% (56 of 62 counties responded, with 213 individuals completing the survey). Survey information is shared with county commissioners and other respondents and is available on the University's Engagement and Extension websites.

**B. CSU Program Helps Low-Income Elderly and Disabled Keep Their Pets**

Pets Forever is a unique community-service program that pairs Colorado State University student volunteers with low-income elderly and disabled people who need help caring for their pets. The program plays a critical role in the lives of homebound pet owners by allowing them to keep the dogs and cats that are an important source of comfort and companionship. Pets Forever, run by the CSU College of Veterinary Medicine and Biomedical Sciences, assists about 80 Larimer County residents at any given time. Student volunteers provide services including dog walks, pet hygiene, yard and litter-box cleanup, and administration of pet medication. The students even help with pet-related errands, such as buying pet food and supplies, and transporting pets to veterinary appointments. Volunteers commit to a minimum of four client visits per week. Students earn one academic credit toward their degree requirements by attending weekly meetings that include class discussions and presentations by local non-profit organizations.

**C. CSU College of Business Introduces 2014 Venture Accelerator Companies**

Thirteen companies consisting of Colorado State University students and their business partners have been selected to participate in the CSU Venture Accelerator program for 2014. Companies will work intensely for 16 weeks in the spring semester, developing and perfecting their business idea with the ultimate goal of being "investor ready" or "launch ready" by early May. The Venture Accelerator provides entrepreneurship training, advising, and mentoring for student-run ventures. It is open to all CSU students and their business partners from outside the university, including undergraduates and graduates, from any major.

## **VI. SERVICE AND OUTREACH: ENGAGE CITIZENS THROUGH COMMUNITY INVOLVEMENT**

### **A. CSU Invites Fort Collins to President's Community Lecture Series**

As a gift to the Fort Collins community in honor of the city's 150th birthday, Colorado State announced the creation of a new community lecture series that highlights the University's outstanding programs and faculty. The new President's Community Lecture Series kicked off Jan. 21 with a presentation by Dr. Steve Withrow, one of the world's leading experts on cancer in animals. Withrow, a University Distinguished Professor and founder of the Flint Animal Cancer Center in the CSU College of Veterinary Medicine and Biomedical Sciences – spoke to a full house of community and campus guests. The free President's Community Lecture Series will take place four times a year in various Colorado State classrooms and locations; the University's RamTrax visitor program will special complimentary tours in conjunction with each lecture.

### **B. 50th Anniversary of the Civil Rights Act Honored on Martin Luther King Jr. Day**

The Colorado State University, Fort Collins, and Loveland communities celebrated Martin Luther King Jr Day with several events on Jan. 20. The theme this year was "Is the Dream Fulfilled?" The holiday activities included the traditional community march from Old Town Square in Fort Collins to the Martin Luther King Jr. celebration in the Griffin Concert Hall at the University Center for the Arts. President Frank spoke at the event and paid tribute both to Dr. King and the 50<sup>th</sup> anniversary of the Civil Rights Act of 1964. The event also spotlighted winners of the Poudre School District K-12 essay/poetry contest.

## **VII. RESOURCES AND SUPPORT: EXPAND FUNDRAISING**

### **A. CSU Foundation Investment Return Report Shows Positive Growth**

The Colorado State University Foundation reported investment returns of 11.6 percent for the fiscal year that ended June 30, 2013. CSUF reported it remains cautiously optimistic about ongoing favorable investment returns. A Portfolio performance recap that ended June 30, 2013, showed total invested assets of \$325,413,844, up more than \$23 million from June 30, 2012.

### **B. CSU Awards Honorary Degree to Entrepreneur-Philanthropist Goldfarb**

Barry Goldfarb was a good student and an All-American swimmer at Colorado State University in 1965 when family financial trouble forced him back home to California before he could graduate. Undeterred, he worked his way toward his degree before embarking on a remarkable career as an entrepreneur in finance, real estate and manufacturing. Goldfarb has committed himself to creating a better world for others through service and philanthropy. In recognition, he finally received his Colorado State University degree during fall commencement exercises: a Doctor of Humane Letters, Honoris Causa.



**C. Report on Private Support**

	December 2013		FY14 (July - December)		FY13 (July - December)	
	Amount	Count	Amount	Count	Amount	Count
Contributions	\$23,916,987	8,308	\$60,063,530	20,492	\$36,350,861	19,881
Irrevocable Planned Gifts	-	-	-	-	\$4,257	1
Revocable Gifts and Conditional Pledges	\$1,959,300	13	\$20,612,872	71	\$9,367,883	28
Payments to Commitments Prior to Period	(\$4,172,219)	724	(\$6,951,122)	1,149	(\$4,849,945)	800
<b>Total Philanthropic Support</b>	<b>\$21,704,068</b>	<b>7,689</b>	<b>\$73,725,280</b>	<b>19,646</b>	<b>\$40,873,056</b>	<b>19,264</b>
Private Research	\$2,905,033	24	\$13,351,433	88	\$14,332,431	86
<b>Net Private Support</b>	<b>\$24,609,101</b>	<b>7,712</b>	<b>\$87,076,713</b>	<b>19,717</b>	<b>\$55,205,487</b>	<b>19,334</b>

**Major Gifts – (\$100,000 +) Not Previously Reported**

- \$11,781,000 use of property to support *Geosciences*, Warner College of Natural Resources
- \$2,750,000 revocable commitment to support the *Kari's Fund Endowment*, College of Veterinary Medicine and Biomedical Sciences
- \$2,098,270 gift to support the *University Art Museum Expansion*, College of Liberal Arts
- \$1,650,000 revocable commitment split evenly to support the *John Blair Liberal Arts Scholarship* and the *Anne Blair Scholarship*, College of Liberal Arts and College of Health and Human Sciences
- \$1,500,000 conditional pledge to support the *CSU Stadium*, Department of Athletics
- \$1,000,000 gift to support the *Chevron Graduate Fellowship*, Warner College of Natural Resources
- \$1,000,000 conditional pledge to support the *CSU Stadium*, Department of Athletics
- \$1,000,000 gift to support the *Liniger Honor, Service & Commitment Scholarship*, Division of Student Affairs
- \$1,000,000 gift to support *Artificial Metalloenzymes*, College of Natural Sciences
- \$800,000 conditional pledge to support the *CSU Stadium*, Department of Athletics

- \$350,000 planned gift to support the *Animal Cancer Center*, College of Veterinary Medicine and Biomedical Sciences
- \$300,000 pledge to support the *Kendall Anderson Nutrition Center*, College of Health and Human Sciences
- \$600,000 conditional pledge to support the *CSU Stadium*, Department of Athletics
- \$350,000 gift designated as \$200,000 to support *Therapeutic Horsemanship* and \$150,000 to support *Equine Outreach and Industry Relations*, College of Agricultural Sciences
- \$250,000 revocable commitment to support the *Don Homan Scholarship*, Division of Enrollment & Access
- \$242,792 gift of securities split evenly to support the *Sherman S. Wheeler Memorial Scholarship*, College of Agricultural Sciences, and the *Eva Floy Smith Wheeler Memorial Scholarship*, College of Health and Human Sciences
- \$150,000 gift to support *Equine Orthopaedic Research*, College of Veterinary Medicine and Biomedical Sciences
- \$150,000 gift to support the *Center for New Energy Economy*, Office of the President
- \$125,000 designated as \$100,000 revocable commitment and \$25,000 gift to support the *Roger and Luanne Steininger Fellowship*, Warner College of Natural Resources
- \$110,000 designated as a \$100,000 pledge to support *Roundball* and \$10,000 to support the *CSU Stadium*, Department of Athletics
- \$100,000 pledge to support the *Rockwell Hall Building*, College of Business
- \$100,000 gift to support the *Dorothy Horrell “Making the Best Better” Scholarship*, College of Health and Human Sciences
- \$100,000 gift to support the *Holmes Rolston, III Endowed Chair in Environmental Ethics and Philosophy*, College of Liberal Arts
- \$100,000 conditional pledge to support the *CSU Stadium*, Department of Athletics
- \$100,000 revocable commitment to support the *Hoole/Sagen Scholarship*, College of Health and Human Sciences
- \$100,000 conditional pledge to support the *CSU Stadium*, Department of Athletics

- \$99,960 gift to support the *Friends of Nan Bush and Palomino*, College of Veterinary Medicine and Biomedical Sciences

## **VIII. RESOURCES AND SUPPORT: NURTURING HUMAN CAPITAL**

### **A. Expert in Emergency and Critical-Care Medicine Named Director of CSU Veterinary Teaching Hospital**

Dr. Tim Hackett is the new hospital director of Colorado State University's renowned James L. Voss Veterinary Teaching Hospital, where he has worked for a dozen years as section chief for the Critical Care Unit and Urgent Care Service. Hackett has served for more than a year as interim director of the Veterinary Teaching Hospital. As director, Hackett is responsible for daily operations and long-term planning at a veterinary hospital notable for its \$12 million annual budget; 600 annual student, faculty and staff employees; and client visits expected to surpass 40,000 this fiscal year.

## **IX. RESOURCES AND SUPPORT: INCREASING AWARENESS**

### **A. Colorado State University Partners with National Western Stock Show**

Colorado State University celebrated CSU Day and the National Western Stock Show on Jan. 18. CSU has a long and storied connection to the National Western Stock Show, one of Denver and the Rocky Mountain West's most anticipated annual traditions. Today, the partnership between the National Western Stock Show and Colorado State remains strong. The university is one of five partners imagining and exploring ideas to revitalize the National Western Complex into a year-long, premier destination focused on agricultural education, entertainment, and animal- and human-health literacy. Concepts being explored include community gardens teaching farm to table education about food, trial crops, equine medical facilities, and urban agricultural and sustainable demonstrations and education.

### **B. Colorado State Forest Service Provides Christmas Trees for State Capitol**

The State Capitol Christmas tree in the North Foyer was provided for the third year in a row by the Colorado State Forest Service Fort Collins District. The 32-foot subalpine fir was themed the "Gold Star Tree of Honor" to pay tribute to military members lost in the line of duty since Sept. 11, 2001, as well as their families. Colorado National Guard soldiers and their families decorated the State Capitol tree, and decorative boughs trimmed off the tree were given to Gold Star families or were used by the Colorado Department of Military and Veterans Affairs to craft wreaths for National Guard personnel deployed throughout the world. CSFS foresters selectively cut the trees as part of ongoing management efforts to improve forest health on State Trust Land in northern Larimer County.

**C. Founders of Envirofit International Selected as Energy and the Environment Innovators of the Year by *The Economist***

Tim Bauer, Nathan Lorenz, and Bryan Willson, founders of Envirofit International, a CSU spin-off company that delivers clean-burning cookstove technology to the developing world, have been named 2013's Energy and Environment Innovators by *The Economist* magazine. The 10-year-old social enterprise, based in Fort Collins, Colo., was recognized for the global impact of its innovative technology and market-based delivery approach that pioneered the clean cookstove marketplace. Envirofit is the global leader in the design, development, and delivery of high performing clean energy cookstoves that combat air pollution in developing nations. It has grown from its initial concept in the Colorado State University Engines and Energy Conversion Lab become a worldwide company with multiple different models and 700,000 cookstoves sold across Africa, Asia, and Latin America.

## SPECIAL REPORT – CSU and Sustainability

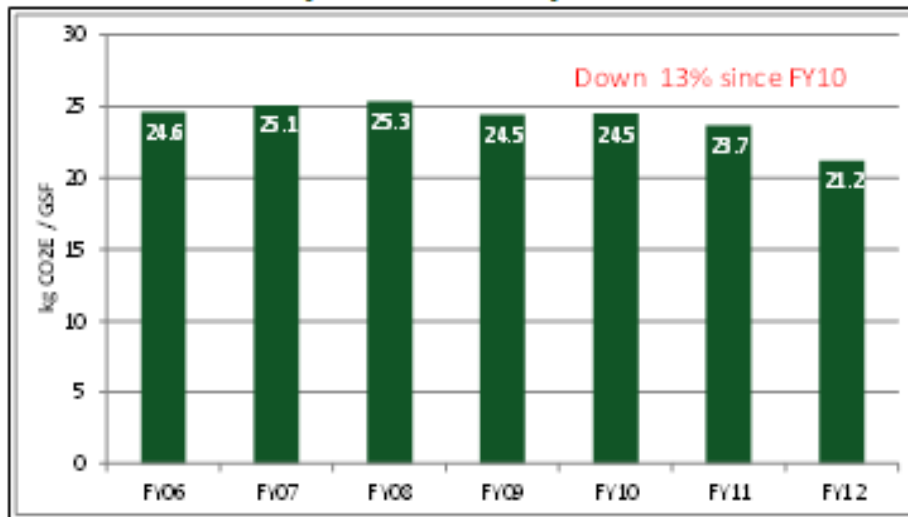
The Sustainability, Energy, and Environment Advisory Committee at Colorado State brings together people and departments from across campus to support an integrated approach to institutional sustainability, energy, and the environment. This group also has overseen progress on CSU's Climate Action Plan and its regular reporting to the national Sustainability Tracking Assessment and Rating System (STARS). Thanks to the leadership and ongoing commitment of this group, chaired until recently by Col. Ron Segal, the University has continued to make notable progress in carbon reduction and mitigation and increased energy efficiency campus.

### Climate Action Plan Progress



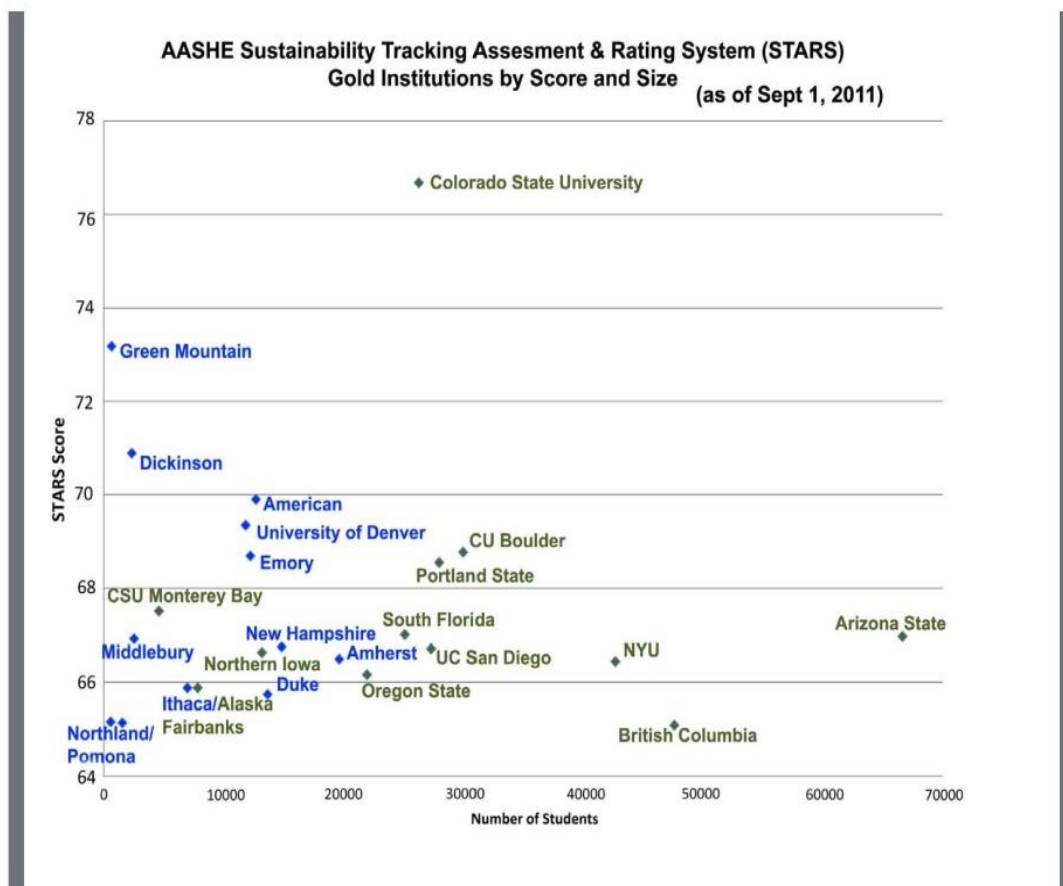
#### Development of a "Campus as a Test Bed" Implementation Strategy

#### GHG Footprint Trends per SF at CSU



SEEAC

Colorado State University in 2011 achieved the highest score among 129 reporting universities in the STARS report, a national survey of higher-education institutions dedicated to sustainability measures. The report noted CSU's emphasis on collaboration, student engagement in sustainability efforts, environmentally responsible practices, and focus on sustainability in research and curricula. Colorado State University is dedicated to implementing environmental protection policies across campus. The STARS tool allows the university's faculty, staff, and students to measure progress toward this goal as well as pinpoint areas for improvement. The survey system is completed every three years.



Section

8

Chancellor's Report



# COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU Global Campus

## COLORADO STATE UNIVERISTY SYSTEM CHANCELLOR'S REPORT

Board of Governors of the Colorado State University System  
February 14, 2014

### 1. CSU-System Wide:

South Metro Initiative: Our original goal was to have 10 students enrolled in the Systems Engineering program and we have far exceeded expectations with more 50 students. The formal reception kicking off our efforts will be March 3, 2014 and an invitation will be shared with the Board. We continue to meet with companies in the area and are developing what we believe to be a strong program in areas identified by the business community. I have also had productive discussions with Dr. Cheryl Lovell regarding potential partnerships with Rocky Mountain Vista Medical College.

Venture Capital Fund: The first round of progress reports are due to the System office on January 31, 2014 and we will provide a verbal update to the Board on February 14, 2014.

CSU and UTEP Water Initiative: We are working through the Colorado Water institute and CSU-Office of Engagement to form a water related partnership with the University of Texas-El Paso and others. The Business and Higher Education Forum has offered assistance in ongoing funding. Dr. Lou Swanson is leading this effort.

2. CSU-Pueblo: We shared updates on the CSU-Pueblo situation and will provide more details and plans during the February retreat.
3. CSU-Global Campus: Global continues to grow. There is currently a bill before the legislature that will expand Global's mission and impact, Becky and Rich will provide details.
4. CSU Fort Collins: Ongoing discussions focus on CSU-FC leadership continuing to expand System services. Tony, Dorothy and I met with city officials to discuss the stadium project.
5. Community Engagement: I continue to work with community leaders and organizations across Colorado to explore new ways CSU's Land-grant System can serve.



6. CSU System Government Affairs:

We have convened our System-wide group to monitor and respond to bills as they develop. We are also proactively meeting with Legislators on an ongoing basis. Federal: February 3-5 Tony, Becky, Lesley and I visited with our Congressional Delegation in Washington DC.

7. State and National Involvement:

HACU (Hispanic Association of Colleges and Universities), Mel and I are working with HACU to plan their 2014 Annual meeting in Denver. Attended the Business Higher Education Forum (BHEF) and Lou Swanson assisted on an update of our efforts with UTEP on water.

Of course I continue to actively participate in DHE's CEO group and the Colorado Education Leadership Council.

# Section

# 9

## Board Meeting Evaluation

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# Appendix

# Board Correspondence

CSUS Board of Governors Correspondence Received 1/28/14-2/12/14					
<u>Date Received</u>	<u>Email/Letter/Handout</u>	<u>From</u>	<u>Subject</u>	<u>attachments</u>	<u>Response Sent</u>
1/6/2014	email	Bob Vangermeersch	Stadium	letter	1/12/2014
1/7/2014	email	SOSH	online petition - stadium		

**Teufel, Sharon**

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**From:** CSUS Board  
**Sent:** Wednesday, February 12, 2014 2:03 PM  
**To:** bobvangermeersch@aol.com  
**Subject:** RE: letter to the CSU Board

Good afternoon, Mr. Vangermeersch:

This acknowledges receipt of your email and the attached letter which will be shared with the Board of Governors.

Thank you for your continuing interest in Colorado State University.

Sincerely,

Sharon Teufel

Sharon Teufel  
Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

Notice: This email (including attachments) is protected by the Electronic Communications Privacy Act, 18 USC 2510-25221. It is confidential and may be legally privileged. If you are not the intended recipient, you are hereby notified that any retention, dissemination, distribution, or copying of this communication is strictly prohibited.

**From:** [bobvangermeersch@aol.com](mailto:bobvangermeersch@aol.com) [<mailto:bobvangermeersch@aol.com>]  
**Sent:** Thursday, February 06, 2014 10:40 AM  
**To:** CSUS Board  
**Subject:** letter to the CSU Board

G'Day Sharon

I have attached a letter with a suggestion for the upcoming BOG meeting.

Could you see that it gets to MS Horrell and the other board members.

Thanks

Bob Vangermeersch

**Bob Vangermeersch  
4405 Upham Ct.  
Fort Collins CO. 80526  
970-223-0493**

**CSU system Board of Governors  
410 17<sup>th</sup> St. Suite 2440  
Denver CO. 80202**

**2-7-2014**

**ATTN: Ms Dorothy Horrell and Board members**

**RE: Formation of the CDDAC to gather stakeholder input on  
how to mitigate the damage to the community**

**Dear Ms Horrell,**

**Thanks you for inviting a member of SOSH to sit on this committee.  
We are will work hard to make it a positive experience.**

**I have a suggestion for the board to consider. CRL has been very  
careful to tell everyone that the new football stadium is "not a done  
deal"; yet the formation of the CDDAC is based on an assumption that  
the football stadium will be built and will require damage mitigation.**

**If the football stadium is truly "not a done deal," then I recommend  
that the Board task CRL with exploring two paths: A) how to mitigate  
damages to the community if the football stadium is built and B) how  
Hughes Stadium could be improved so a new stadium may not be needed.  
I feel that the benefits will be:**

- 1. All the stakeholders will be gathered in one place for the regular  
meetings.**
- 2. If path A fails to gather the necessary philanthropic gifts , plan B  
will be ready to go.**
- 3. Additional costs will be minimal as the CRL moderator is already  
in place.**

**I am looking forward to your reply.**

**Sincerely**

**Bob Vangermeersch**

Teufel, Sharon

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**From:** Hughes Stadium <soshughes@gmail.com>  
**Sent:** Friday, February 07, 2014 10:41 PM  
**Subject:** The Latest from Save Our Stadium Hughes

Dear SOSH members and friends

Please take the time on February 12<sup>th</sup> to read the Coloradoan.

SOSH will be starting the Myth Buster ad series which debunks the football stadium myths floated by CSU.

SOSH has also started an on line petition drive to get the city council and state legislators to study the financial and environmental impact of the stadium on the Fort Collins community. **CLICK BELOW**

<http://bit.ly/1aX78WW>

Please sign this petition and **send it on to your friends!**

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SOS Hughes LLC

c/o 4405 Upham Ct.

Fort Collins CO. 80526

This football stadium is "NOT A DONE DEAL".

As always, please send us an email if you wish to be removed from our email list. Thank you.



CSUS Board of Governors Correspondence Received 12/3/13-1/27/14					
<u>Date Received</u>	<u>Email/Letter/Handout</u>	<u>From</u>	<u>Subject</u>	<u>attachments</u>	<u>Response Sent</u>
12/3/2013	Handout-Public Comment	Alvin Rivera	CSU-Pueblo Foundation		--
12/3/2013	Handout-Public Comment	Linda Vrooman	football		--
12/3/2013	Handout-Public Comment	Tom Linnell	football stadium		--
12/6/2013	email	Carl Wangsvick	CSU contracting issues	CSU stadium emails	12/10/2013
12/16/2013	email	Lindsay Nevin	health insurance requirements		cc'd
12/20/2013	email	Deborah Espinosa	CSU-Pueblo budget cuts		1/3/2014
12/20/2014	letter	Edmond F. Noel, Jr.	dinner		
12/21/2013	email	Douglas McLean	homophobic slurs		cc'd
12/23/2013	email	Thomas Massaro	CSU-Pueblo budget cuts		cc'd
12/24/2013	email	John Gatchell	CSU-Pueblo budget cuts		cc'd
12/28/2013	email	Linda Vrooman	college athletics		1/3/2014
1/6/2014	email	Doug Ernst	CSU financial health		1/22/2014
1/9/2014	letter	Alvin Rivera	CSU-Pueblo Foundation		cc'd
1/14/2014	email	Sharon Tuck	CSU-Pueblo budget cuts		cc'd
1/16/2014	email	Kathleen Sander	CSU differential tuition		1/22/2014
1/17/2014	letter	State Rep. Leroy Garcia; State Rep. Edward Vigil	CSU-Pueblo budget cuts		cc'd
1/23/2014	email	Joseph Gutierrez	CSU-Pueblo budget cuts		1/27/2014
1/24/2014	letter	Tom Linnell	stadium articles	various articles	
1/25/2014	email	Carl Wangsvick	JBC Hearings	JBC Briefing Methodology; JBC Briefing; JBC Hearing; Soapbox	1/27/2014
1/26/2014	email	Bob Vangermeersch	PR firm		1/27/2014

Testimony to the  
Colorado State University Board of Governors  
August 3, 2013

Madam President Horrell, Distinguished Board Members & Chancellor Martin,

My name is Alvin Rivera. August 2, your last board meeting, I addressed you to share the unresponsiveness of the CSU-Pueblo Foundation for not having Hispanics on its board and the unresponsiveness of the CSU-Pueblo administration. Now, I'm back with far greater concerns.

The first issue is the deception disguised as a legitimate answer to my concern. Soon after August 2, I saw the draft press statement President Leslie Di Mare issued indicating she was putting together a committee to bring on Hispanics to the CSU-Pueblo Foundation Board of Trustees and appointed Art Gonzales. It sounded great, and I wrote President Horrell and Chancellor Martin how excited I was about the news and the quick response. It was nothing more than a smoke and mirrors.

In a slight of hand, the so-called committee, five months later, is yet to meet and the new Foundation Trustee member is actually an old one, a very old one, and former Trustee Emeriti. CSU-Pueblo is a Hispanic Serving Institution (HSI) and /I told this Board of Governors last time, **"To have no Hispanic Trustees is totally unacceptable... and this will not stand"**. Yet, CSU-Pueblo has received millions of dollars since 2002 from being an HSI. It may be time to re-think if this University merits HSI special federal funds.

When I was experiencing delay after delay checking if there were no Hispanics on the Foundation Board, I wrote to the leadership (July 19, 2013):

[I]f it continues, I will, as a matter of conscience, be forced to take steps involving the federal government since the evidence of mismanagement, misrepresentation and possibly misuse of funds appears evident at this writing—given the lack of transparency and the lack of full disclosure.

Also, at the Board of Governors meeting on August 2, President Leslie Di Mare said she was going to raise the CSU-Pueblo student tuition and fees to 9%. That, too, is unacceptable. That got me to wondering "why" and I started my own inquiry.

What I found out was the CSU-Pueblo campus failed to collect student tuition and fees for instruction received during the academic school years of President Joe Garcia (from June 2006 through September 2010) and possibly the Interim President Julio Leon, from November 2010 to November 2011. This alarming finding was corroborated in two Pueblo *Chieftain* Articles (Sept. 5 and 6, 2012), for which neither CSU-President Joe Garcia nor Interim Julio Leon provided adequate responses. While no subsequent articles were written, there has there been no accountability for these public funds. Nor, could I find a record of the CSU System office addressing the issue. Hence, this is the second issue. It may account for why President Di Mare is calling for a 9% student increase in tuition and fees.

So, now, on the eve of 2014, the CSU-Pueblo students will have to pay for the errors of collegiate administrators made in 2006-2011 for which there have been no questions nor answers for the lack of transparency, accountability or investigation of possible criminal behavior by CSU-Pueblo administrators or by students not paying the student tuition and fees. I believe an external audit will be the only way to get a fair accountability of the "possible loss" of public monies.

I am engaging with public enforcement authorities to commence such an investigation on both issues before the Colorado State University System, Colorado State University-Pueblo campus and the Colorado State University-Pueblo Foundation Board of Trustees. Thank you.

Alvin Rivera  
10 Sepulveda Dr.  
Pueblo, CO 81005

(719) 566-0096

Board of Governors, Denver, December 3, 2013

Good morning. I'm Linda Vrooman from Fort Collins.

It has been presumed that those of us who are fighting this on-campus idea hate football. For the majority that is not the case as many not only enjoy and watch the game but are Ram Club members and season ticket holders. I did not start out hating football; but after immersing myself in it for 2 years, I can say I do now.

For those of us who oppose an on-campus stadium, if some of the information wasn't so tragic, the national media this past year could be looked upon as a "giving tree." As recently as November 26, for the first time ever, I looked at ESPN news on my computer, and there was a "gift." An article by Rick Reilly, an ESPN columnist, titled "NFL becoming a guilty pleasure." One sentence I'll include here: "I see too much sorrow and ugliness to love football like I used to." I have attached a copy of the article to my statement.

We've seen and read stories about the prevalence and acceptance of locker room bullying and worse; that ESPN actually controls scheduling college games far more than anyone could have imagined; that the NFL is a non-profit. Most of us watched the Frontline documentary in October about chronic traumatic encephalopathy, CTEs.

What I found a bit shocking recently is that even with my limited interest in football, I have had a personal connection with two people touched by CTE. In 2008 a cousin's son died at age 28. The obituary was in the Fort Collins Coloradoan. His father told me that his son had played football at CSU, sustained a neck/head injury and could not play anymore. He became depressed. He committed suicide. The public and parent knowledge of CTE was limited if non-existent at that time so I don't know if an autopsy was requested, but now we know that this is a too familiar story.

Recently Tony Dorsett went public that he has tested positive for CTE. I met Mr. Dorsett in the late 70's at a fund raising invitational golf tournament in Albuquerque when I was a volunteer picking up celebs at the airport. It probably took no more than an hour to drive from the airport to the tournament, yet a few days after everyone was back at work he tracked me down at the Gas Company of New Mexico to tell me how much he enjoyed our conversation and he never got to say good bye and wish me well. If I can have two personal experiences with men affected by head injuries from football, I expect that anyone who is a fan of the game will have their own pang of sadness when you find out someone you have met and/or admired is suffering from the violence of this "game."

I objected from the beginning to the location of a new stadium, and the idea smacked in the face of any "green university" credibility. If two years ago the plan was to enlarge and improve Hughes stadium, I probably would have thought it a

waste of money but might not have taken on the challenge. We are arguing about a venue, but the issue I now know is much larger than just where the stadium is located.

A year ago I told you I thought that CSU got into this game too late; that the stadium train had left the station. I'm more convinced than ever that it is true.

There is another concern I want to bring to your attention. In the November 24 Sunday Denver Post there was an article about Jack Graham titled "Dreaming big at CSU." In that article it states, "...the now 45-year-old Hughes Stadium, which is located 4 ½ miles west of the university proper." When this conversation started Hughes was described as a little more than 2 miles, then 3 miles, recently 4 miles, now 4 ½ miles from the campus. I drove Sunday to the sign identifying PERC on Lake Street, where the proposed stadium threatens. I set my odometer at zero, drove west on Lake to Shields. That intersection is 0.3 miles from PERC. I drove from Shields and Lake to Prospect, turned west and drove to Overland, turned south and drove into Gate 1, getting only as close to the gate that blocks the entry. The odometer reading: 2.7. I got back on to Overland and drove to Gate 2's closure. Odometer reading 2.9. My guess is that the distance from the gates to the stadium is less than the 0.3 distance from PERC to Lake and Shields. It is my opinion that the correct distance should be from the site of the old stadium to the site of the proposed. So Graham is giving the reporter information about mileage that he's using from ....where? Or, do we have a larger problem, possibly a rift separating the land on the west side of the city?

Thank you for your time.  
Linda Vrooman  
P. O. Box 1328  
Fort Collins, CO 80522  
Lgv61@icloud.com



AP, Getty,

AP Violence has always been part of football. Y.A. Tittle recovers from a hit in 1964. Chuck Bednarik (60) flattened Frank Gifford in 1960. James Harrison delivers a blow to Mohamed Massaquoi in 2010.

The NFL is asking viewers to write in and tell it, "Why do YOU love football?"

This is my answer:

I used to.

I used to love football the way German shepherds love sirloin. I'd sit in the press box and insist the window stay open -- even on down-coat days -- just so I could hear the sound of two men colliding at full speed. It thrilled me. And I'd wonder: *Who does that?*

Now I hear that sound and wonder how soon it will be before they can't remember where they parked, their sons' middle names, or where their families went last summer on vacation.

I see too much sorrow and ugliness to love football like I used to.

I watch Indianapolis quarterback Andrew Luck take a brutal lick now and I think of former Packers quarterback Brett Favre, who told a Washington radio show the other day he can't remember most of his daughter's soccer games. "That's a little bit scary to me," Favre said. "... That put a little fear in me." He's 44 years old.

I watch New England tight end Rob Gronkowski get up from wreck after wreck, and I think of former Colts tight end Ben Utecht, who said the other day he couldn't remember being at a friend's wedding until the friend showed him the photo album. *See, you were a groomsman. And you sang, remember?* He's 32 years old.

I watch Minnesota running back Adrian Peterson fling himself into crashing whirlpools of men and I think of former Cowboys running back Tony Dorsett, who said he sometimes finds himself driving on a highway and can't remember where he's going. "I'm just hoping and praying I can find a way to cut it off at the pass," Dorsett said recently. He's 59 years old.

I see too much sorrow and ugliness now to love football like I used to.

I read the filthy and racist transcript of voice mails between one Miami Dolphin and another and am told bullying is "part of the culture." Or lack thereof. I read about players like the late Chiefs LB Jovan Belcher, twisted inside his violent life, and yet not one NFL team has a full-time psychiatrist on staff.

I read the suicide obits of former Bears defensive back Dave Duerson, age 50, and former Chargers linebacker Junior Seau, 43, and I can't help but notice Buffalo Bills owner Ralph Wilson is 95, San Diego Chargers owner Alex Spanos 90, and Detroit Lions owner William Clay Ford 88. Good for them. They were lucky enough to get in on the luxury box side of the business, not the pine box.

Now, the guilt gnaws at me a little as I watch.

I covered former Broncos defensive end Karl Mecklenburg. Now he takes a photo of the front of his hotel in the morning so he can find his way back at night. I covered former Dolphins wide receiver Mark Duper. Now he has constant ringing in his ears. I covered former Bears quarterback Jim McMahon and used to giggle at the way he'd score a touchdown and then joyously butt heads with teammates at 10 miles an hour. Now he has two teammates who have committed suicide and admits he's thought of it himself.

[\[+\] Enlarge](#)



*Jim Rogash/Getty Images* In return for fame and money, Brett Favre paid a considerable physical toll.

I realize the NFL handed over \$765 million in a lawsuit settlement to cover the more than 4,500 players who say playing in their league damaged their brains, but that blood money doesn't assuage my small sense of shame -- it only thickens it. I was entertained by so many of these men -- made my own living off it -- and now I realize some of them paid for my entertainment with their lives.

One time, I was standing on a street corner in Mexico City when I saw a man breathe a huge swath of fire for tips from cars. He'd fill his mouth with lighter fluid, flick a Bic lighter in front of his mouth and exhale a river of flames that lit up the shiny car hoods. I stood there for 30 minutes, watching him. Tipped him myself. But when I told my host about it, he said, "Don't you know all those fire-breathers get throat cancer from that? All of them."

The difference now is, our fire breathers do it on our big screens.

I have heard about guys who wake up dizzy, with headaches every morning, and yet they still strap that helmet

on and go out there.

*Who does that?*

This is the game I've spent 36 years glamorizing. These are the men I've spent five decades lionizing. And it turns out I was part of the problem. Howard Cosell stopped covering boxing when his conscience wouldn't allow it, and yet I go on. I'm addicted.

In Caesar's day, they filled the 50,000-seat Roman Coliseum to watch gladiators compete. These gladiators trained at special schools. They knew the risk. The glory and the money was worth it to them. If the gladiators weren't dead at the end of the fight, the emperor looked to the crowd to help him decide: Had the losing fighter fought hard enough to please the people? If he hadn't, the emperor would give a thumbs down, and the victor would immediately stick his sword into the neck of his opponent.

We are all still in that Coliseum. We are still being entertained by men willfully destroying each other. It's just that now, the sword comes later.

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**Rick Reilly** | [email](#)

Columnist, ESPN.com

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- 11-time National Sportswriter of the Year
- Author of "Sports from Hell: My Two-Year Search for the World's Dumbest Competition"
- Finalist 2011 Thurber Prize for Humor

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Hardout 12/3/13  
Public Comment

December 3, 2013

Board of Governors  
Colorado State University System

Re: Notebook and materials from Save Our Stadium Hughes (SOSH)

Dear Governors,

Please accept the accompanying three-ring binders and selected materials from the SOSH group. We offer them as a means to organize and store materials related to our concerns about the proposal to build a new football stadium on the main campus in Fort Collins.

It is our intention to send you carefully selected materials in the coming months. Most of what we send will focus on local research and opinions which you might not see in your daily rounds. Others will be culled from the national media when relevant to CSU. (You may have noticed that the *Wall Street Journal*, *Inside Higher Ed*, and *Bloomberg News* have all recently spoken at length about the situation at CSU. This was probably not the "top-of-mind" recognition that the administration originally envisioned with regard to building a stadium and fostering a better football program).

The reality is that CSU has landed in a national debate, and must deal with prominent questions about financing and promoting football. As overseers and policy makers, you will be called upon to understand the far-reaching implications of your decisions in this critical area. As Governors who are responsible for the financial integrity of the institution, you deserve all the help you can get to understand the pros and cons of investing in athletics.

We would be eager to make a formal presentation to you at any time. In lieu of that opportunity, we will continue to send you materials that would seem potentially helpful as you deal with this complex matter.

Sincerely,



Tom Linnell, for SOSH  
1524 Wildwood Court  
Fort Collins, Colorado 80521  
970-988-9954

COMMENTARY

NORTHERN COLORADO BUSINESS REPORT

WWW.NCBR.COM

# Don't ram through an unethical stadium plan

*CSU right to cut cash requirement, but it must do more*

Enough already. Colorado State University made a decision months ago to ask contractors for cash and in-kind contributions as part of their bids to build the proposed stadium. It was a bad idea from the get-go. This kind of "pay-to-play" positioning is out of place in a public contracting process. It makes it appear as if only contractors willing to shell out big-time cash are eligible to win.

The university has won interest

from seasoned, ethical, high-performing companies. Not the kind that pay bribes to win projects.

In addition, it distorts the pricing of such projects and requires contractors to massage their bids in ways that allow them — behind the scenes — to cover the cost of those so-called charitable contributions. This likely means the

## EDITORIAL

public isn't getting the best price for the project.

This week, CSU acknowledged the error and agreed that it would not ask contractors for cash contributions. But

that's not enough.

The university continues to maintain that it's OK to ask for non-cash contributions. It's not. Here's why.

Contractors going after this stadium project are going to spend weeks and thousands of dollars to craft competitive bids. If they must, at the same time, figure out how to provide significant in-kind donations — even though the university now is saying those donations can be made after the contract is awarded — the builders still are going to be searching for ways to cover the costs of these non-cash contributions.

The university is wasting the companies' time and ours by asking them to perform these financial gyrations, all

in the name of building a high-profile football stadium.

Asking these contractors to change their pricing approach now, weeks into the bid-development schedule, while necessary, means that it will take even more time and money to go back and reconfigure bids.

Even though this proposed stadium is to be partially built with private funds, the university and its staff are still supported by public tax dollars. It's time to start adhering to the principles that govern such public undertakings: straightforward competitive bidding and full disclosure. Without these, the university should not be allowed to proceed with the stadium plan.

# We survived fire, and we'll survive rain

For the second time in as many years, Larimer County residents have been hard hit by an unprec-

ed Park Fire, the county is doing so again with the flood. Road crews and contractors



COLORADOAN, 11/20/2013  
**Hughes is the  
right place to  
support CSU  
football team**



Saturday's newspaper announced the proposed CSU stadium would be built with a capacity for 36,000 fans, reduced from the

earlier number of 42,000. This number could be expanded to 40,000 for standing-room crowds.

The article also stated that the stadium would house 55,000 square feet of classroom space. Obviously, the classroom capacity is nothing but a dodge to finance construction costs by assigning a portion of the front-end costs to educational activities.

This sleight of hand with construction numbers can only be compared with the announced attendance at the games. Attendance is a combination of student tickets available for distribution — given a maximum of 10,000 — plus CSU season tickets sold — say a maximum of 7,500 — plus game-day sales, including fans from the visiting team. Whether or not the students actually attend, the student attendance number is based upon distributed tickets. So, if 10,000 student tickets are distributed, this is the number in the crowd count, whether or not the tickets are actually used.

Do not be confused by the announced attendance number by thinking this represents the number of people present. As part of the nonprofit, fundraising beer concession on the student side for more than 20 years, I can attest that the actual number of students in attendance often varies dramatically from the number of student tickets distributed.

The actual number attending the upcoming CSU vs. Air Force game Nov. 30 should reflect the real need for stadium capacity.

It is Thanksgiving weekend, so the student crowd should border

on nonexistent. Read this number to be less than 5,000. With the home of the "Zoomies" less than 120 miles away, the away crowd tickets might be increased. Yes, CSU might be playing for a berth in a bowl game. Expect an actual crowd of less than 12,000, if the weather holds on game day.

On Saturday, the start time for the CSU vs. Air Force game was shown as TBA on the official CSU football schedule site. Yes, there might be other Mountain West football games this weekend, but Fresno State actually plays Nov. 29, the Utah State vs. Wyoming game starts at noon, and Boise State plays New Mexico.

With no real interest from TV, CSU finally announced Monday morning a noon kickoff for the Air Force game.

Even though the CSU administration appears to be full steam ahead on the question of a new stadium, the existing Hughes Stadium remains ideal.

Its huge parking lots provide the real reason for attendance at the games, which is the tailgate parties both before and after the games.

Yes, the university has announced the construction of two new parking garages south of Prospect Road, which some might think could accommodate the football crowd. But who in their right mind ever thought about bringing RVs and barbecue pits into a parking garage?

With CSU cutting back the proposed stadium size to 36,000 seats because of the costs associated with its construction, adding an additional 4,000 to 6,000 seats in the south end zone of Hughes Stadium to achieve this capacity would be so cost-effective.

By the way, either an expanded Hughes or a new stadium with a capacity limited to 40,000 will never be of a size to support major college football.

The expanded Hughes is more than adequate and is affordable. Go Rams!

John Knezovich is a certified public accountant. He is a former Fort Collins council member and mayor. Send your comments to [John@kvcpublic.com](mailto:John@kvcpublic.com).

LETTERS

**A new CSU stadium would be just an ego legacy for Graham**

I accept Matt Stephens' invitation ("A few things you may not know about Hughes Stadium's rowdy history," Oct. 28) to share memories of Hughes Stadium. Fall football at Hughes was a three generational Bice-Yule family tradition, so we were in the stands for the 1974 CSU-BYU game. Watching Jack Graham quarterback was extremely frustrating and the crowd approved when coach Sark Arslanian pulled him. Mark Driscoll received thunderous credit for turning the game around, and the season improved going forward. (Little did we know it was Graham on the sidelines calling the game-tying play ... until now.)

Though Graham labels Hughes a beautiful facility back in its day, it is common knowledge that Lubick-Hughes can be made "state-of-the-art" at a fraction of the cost of building a stadium on campus. Hughes (a one-of-a-kind stadium) is well worth the upgrade.

Stephens has us "inching closer" to "possibly moving." An on-campus stadium would be Graham's massive ego legacy leaving in its wake a bitter split on and off campus. Longstanding traditions and closely held memories at Lubick-Hughes will have been trampled in the dust. Graham's egocentric behavior serves nobody well.

Worst of all are false promises by Graham declaring a top 25 team and an on-campus stadium could be built cleanly with no bending of the rules, no breach of trust with the community and no embarrassment to CSU. With each shifting of the goal posts plus shady bidding procedures, these assurances have proved hollow indeed.

As in 1974, Graham needs to be pulled from the game, once and for all!

Jean Yule, Fort Collins

LETTERS

COLORADOAN

**CSU's proposed stadium is a public relations fiasco**

CSU finally got national attention for its proposed on-campus stadium in the Sept. 27 edition of the Wall Street Journal. It published a rather evenhanded article titled "Colorado State Has a Plan to Raise More Revenue", unfortunately the reaction was not flattering. Well-plowed ground was covered about why the administration felt the stadium was needed (declining state support for higher ed) and why opponents were so dead set against it (a fiscally irresponsible boondoggle).

I became curious what others had to say about the proposed stadium. The 134 comments were eye-opening and overwhelmingly negative. They cast aspersions on Tony Frank, the community, the coach, the athletic director and the school itself. Here is a sampling:

"After reading this I'm thinking I need to remove CSU from my resume. I was an out of state student and my reasons for attending CSU had nothing to do with the athletic department, rather the extraordinary number of trade articles in my field of study that were produced by CSU professors."

"I add my 'wonderment' to that of others taking part in this thread. ... Tell me, is there anyway Colorado State could be given a Darwin award pre-humously?"

Bad as these are, others were even more insulting.

One of the stated purposes of the new on-campus stadium is to provide publicity so that prospective out-of-state students will be enticed to enroll. I gather from these comments that the stadium's publicity is having the opposite effect.

It seems to me that CSU would do well to take note.

Rosanne Cochrane, Fort Collins

SPORTS

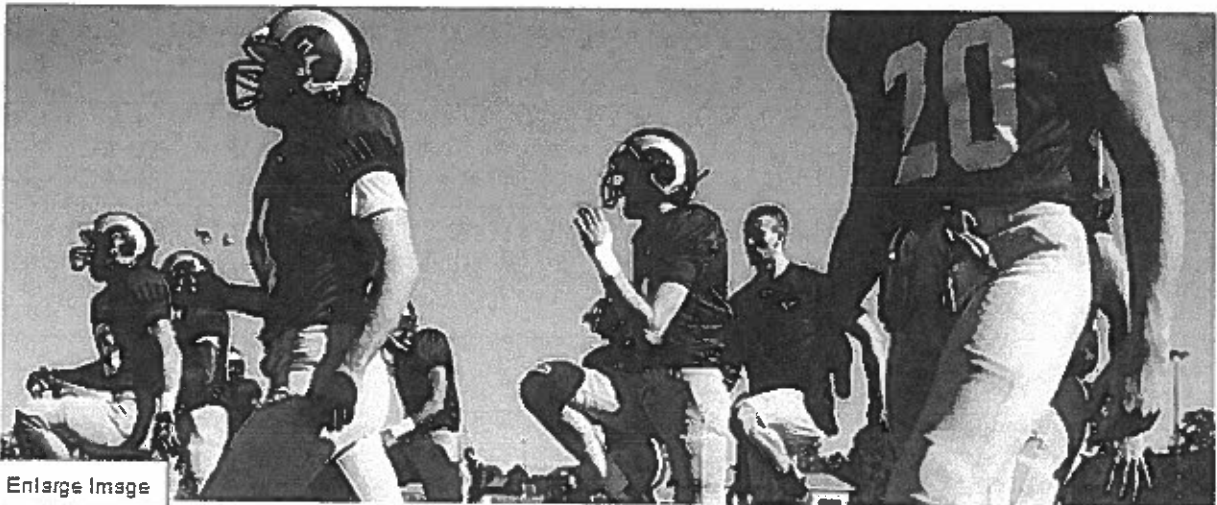
# Colorado State University Bets on a Stadium to Fill Its Coffers

Faced With Declining State Funding, School Believes Football Project Will Score

Email Print Save 136 Comments f t g+ in A A Advertisement

By RACHEL BACHMAN

Updated Sept. 28, 2013 11:04 a.m. ET



Enlarge Image

The CSU Rams at practice Benjamin Rasmussen for The Wall Street Journal

Colorado State University has seen the future of higher education, and it has goal posts and end zones.

## How Should Stadiums Be Improved? >



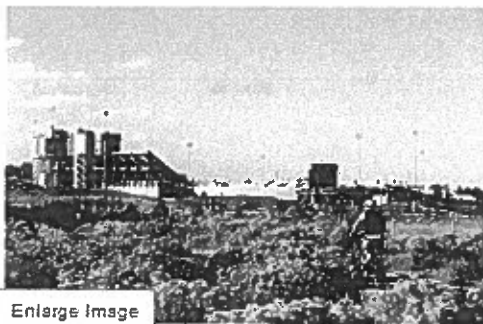
With so many universities rebuilding and redesigning their football stadiums, we want to hear what you think any college football stadium should include. What are your three must-have features?

We'll publish a selection of your responses next Saturday on the Daily Fix.

Faced with declining state funding, CSU is raising money to build a \$246 million, 40,000-seat football stadium on its Fort Collins campus. University President Tony Frank says the new facility will help build a winning football team while advancing one of the school's highest priorities: attracting more out-of-state students paying higher

tuition.

Skeptics, including some alumni and faculty, see the project as a boondoggle—especially for a team that plays in a relatively low-profile athletic conference and doesn't sell out its current 32,500-seat stadium off campus. The debate has sparked dueling websites, animated letters to the editor and arguments about the role of sports at a university.



[Enlarge Image](#)

Colorado State University's Hughes Stadium is nestled in the foothills of the Rocky Mountains. *Benjamin Rasmussen for the Wall*

---

### Battle of the Bleachers

See some college stadiums and how much they cost to build.



[View Slideshow](#)

Shown, Husky Stadium *Elaine Thompson/Associated Press*

### Building a Stadium to Boost a School



[View Slideshow](#)

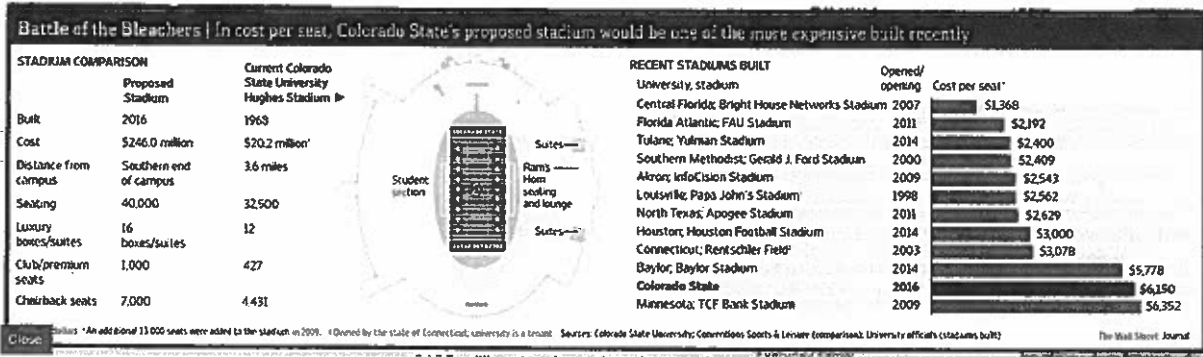
See players practice. *Benjamin Rasmussen for the*

"I am just an ordinary retired citizen who looks at this from a financial standpoint and says, 'This is the stupidest thing I've ever seen,'" said Bob Vangermeersch, a former Fort Collins businessman who is leading the opposition movement against the new stadium. "The numbers just do not pan out."

Colorado has cut its support for public colleges by 73% since 1980, more than any other state, according to Tom Mortenson of the Pell Institute for the Study of Opportunity in Higher Education. If the current trend holds, Dr. Frank has warned that within a decade, CSU—which currently gets 10% of its budget from the state—could become one of the nation's first public universities to lose state funding.

He and other stadium backers believe a new facility would attract better football players, helping the Colorado State Rams win more games and make more television appearances, thus raising the university's profile. This exposure, they believe, would spur more applications from nonresident students, who pay \$23,347 in annual tuition, three times what Colorado students pay. Dr. Frank aims to add 5,000 nonresident students, and says an upgraded football program would help.

"I think we're in a have-to situation," said Doug Markley, a car dealer and CSU football booster who is contemplating a seven-figure donation to the stadium project. "Either you're going to be an 'is' or a 'has-been.'"



Opponents say there are no guarantees that a spiffy new football venue will bring in significantly more revenue, and that the additional debt to build it could hamstring CSU for years. To secure the project, the school said it must raise half the stadium's cost, \$125 million, in private donations and pledges by October 2014. It will sell bonds to cover the rest. University officials have declined to say how much has been raised so far.

The stadium issue has "really torn our community apart," said Anita Wright, CSU's former budget director and a stadium opponent. "You almost don't want to bring up the issue. It's like talking religion or politics." Ms. Wright said that shortly after she wrote an opinion piece opposing the project for a local newspaper, she found a bolt in one of her car tires. Other stadium opponents have had signs stolen from their lawns, she said.

Colorado State isn't alone in eyeing the economic benefits of football. A more than decade long boom at university athletic departments nationwide has produced gleaming weight rooms and stadiums bulging with luxury suites.

CSU officials point to the University of Oregon, which has made massive investments in athletic facilities over the last 15 years, thanks in part to the largess of Nike co-founder and Oregon alumnus Phil Knight. The investments coincided with a period of dominance by the football team, ranked as high as No. 2 in the nation last year. The University of Oregon doubled its number of nonresident students between 2002 and 2012 to nearly 42% of the undergraduate population.

Colorado State and Oregon are largely similar institutions, Dr. Frank, CSU's president, said. "In fact, in places—research funding and things—we do far better," he said. "Yet, I bet if you asked 100 people outside the state of Oregon and the state of Colorado which is the better academic institution, probably 90 to 95% would say the University of Oregon. And what I would argue to you is that that would be based largely on perception and the visibility from athletics."

Colorado State attracted \$318 million in federal and state operating grants and contracts compared with \$90 million at the University of Oregon, according to 2010-11 data from the National Center for Education Statistics.

Oregon President Michael Gottfredson said, "While we're justifiably proud of our recent successes in athletics, the University of Oregon has been well known for our academic strengths for decades."

In the past six years, Colorado State has spent \$690 million on new or updated facilities to make itself more attractive to students. It completed a \$32 million renovation to its recreation center that included an indoor climbing wall and smoothie bar, and it is building dormitories with such amenities as private bathrooms and a fireside lounge. Still, CSU's nonresident students remained flat at 19% of the school's undergraduate population between 2003 and 2012.

Two years ago, Dr. Frank decided that CSU football should aspire to the same heights as academic programs such as its veterinary medicine program, ranked No. 3 nationally by U.S. News & World Report.

He hired Jack Graham, a former Colorado State quarterback who had worked for years in the catastrophic-events insurance business, as athletic director. Mr. Graham pitched the idea of an on-campus stadium as a way to draw alumni back to campus and help differentiate for out-of-state students Colorado State from the University of Colorado at Boulder. People he meets while traveling often mistakenly call him a Buffalo—CU's mascot—Mr. Graham said, adding that Colorado is better known in part because it won a football national title in 1990.

Dr. Frank, a scientist in pathology and toxicology by training, said part of him remains skeptical that a new stadium can translate directly into an enrollment boom. But he noted that the two highest-traffic days on the university's website last year coincided with Colorado State's appearance in the NCAA men's basketball tournament. He concluded that building a new football stadium made more sense than upgrading the current one, which has \$30 million in deferred-maintenance bills, and the CSU system board of governors backed him a year ago.

No academic research exists to support the notion that a new stadium helps a college football team win, experts say. Nor will it necessarily attract more fans. The universities of Akron and Minnesota both moved from off-campus to new on-campus stadiums in 2009. Both saw initial attendance bumps before attendance dropped below pre-new-stadium levels.

Both teams have worse records since the stadium opened, though Minnesota is 4-0 this season. Akron's athletic department is generating less from annual ticket sales and other direct sources than its \$2.2 million in annual debt service on the \$65 million stadium.

The shortfall forced cost-cutting in a department already subsidized by university and student funds. Representatives from both schools said poor team performance contributed to attendance drops but they believe their current coaches can improve their teams and draw fans back.

Colorado State has a built-in financial handicap: It belongs to the Mountain West Conference. In 2012-2013, Mountain West distributed an average of \$2.3 million in broadcast-rights revenue to each school, while the Southeastern Conference—which has produced the past seven football national champions—distributed \$20.7 million.

Mr. Markley, the CSU football booster, said he believes that eventually the neighboring Big 12 or Pac-12 Conferences—whose schools also command more than \$20 million annually in TV-rights deals—will expand. The stadium will help make Colorado State an attractive addition when they do, he said. A Pac-12 spokesman said the conference has no plans to expand, and Big 12 commissioner Bob Bowlsby said he anticipates "an extended period of conference stability nationwide."

Another issue is the CSU football team. The Rams have been ranked as one of the nation's top 25 teams in just eight of the past 78 seasons and played in 12 postseason bowl games in more than a century of organized football. Mr. Graham, the athletic director, said he believes the Rams can regularly appear in both the top 25 and prestigious bowl games. The team is 1-3 this season after going 4-8 last year. It plays the University of Texas at El Paso in Fort Collins on Saturday.

Colorado State's long road was evident last Saturday when it traveled to Tuscaloosa, Ala., to play two-time defending national champion Alabama, a member of the Southeastern Conference. Alabama routed CSU 31-6 after building up a 17-point halftime lead. The teams both compete in college football's 125-team top division. But while the No. 1-ranked Tide regularly sells out its 101,821-seat stadium and generated \$82 million in revenue in 2012, Colorado State's announced attendance sank to an average of 19,250 last season—including 9,304 per game in actual paying customers—and the football program generated \$4.1 million.

Much of the argument for Colorado State's stadium centers on the idea of creating more excitement among alumni and generating more donations. The current stadium is located 3.6 miles away from the university, whereas the



new stadium is planned inside the campus's southern edge. Mr. Graham said that although he had attended dozens of football games since his 1975 graduation he hadn't been back to campus until he took the job as athletic director. "We don't come back to listen to a professor give a lecture on economics or on business management—not in the numbers that we come back to see a football game," he said.

Even if sports success fosters more donations, there is no guarantee some will spill over into academic causes. In a 2004 study of the University of Oregon, researchers Jeffrey Stinson and Dennis Howard found that significant increases in private donations to athletics were associated with decreases in giving to academics. A 2007 study by researchers Brad Humphreys and Michael Mondello that examined nationwide data over 20 years concluded that when athletic success spurred increases in private donations, the increases usually lasted only as long as the success, and tended to be concentrated in athletics.

CSU is facing a lot of skepticism about the stadium project on its own campus. "I would say that the majority of the faculty on this campus are clearly against it," said Tim Gallagher, a CSU finance professor who chairs

the faculty council and said he personally has no strong opinion on the project. "Some of it comes from a feeling that athletics as a general rule is getting too big and is starting to overshadow the primary academic mission of the university."

Backers are undaunted.

Mr. Graham said the Rams can compete on a \$50 million budget—about half of what athletic departments at many college football powerhouses spend. And he said the new stadium would be a "talent magnet." The school's second-year football coach, Jim McElwain, said the new stadium helped lure him away from Alabama, where he was offensive coordinator. He said the stadium would help him recruit players as well. "Why does a car dealership build a brand-new showroom?" he said. "You bring a client in, you want to show excellence."

#### **Corrections & Amplifications**

A previous version of this article incorrectly stated the Alabama football stadium's seating capacity as 84,000. The stadium seats 101,821.

**Write to Rachel Bachman**  
at [rachel.bachman@wsj.com](mailto:rachel.bachman@wsj.com)

## Student Forum with Tony Frank October 30, 2013

Students from the Marketing Club circulated a letter in the following format:

Dear Dr. Frank,

I am a student attending CSU and oppose the on-campus stadium. This is why:

---

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Signed: \_\_\_\_\_

Forty-one students returned the letter. Several of the letters were read to Dr. Frank at the Student Forum October 30, and copies of them all were given to him.

The comments in the letters were sorted into the following categories. The number indicates how many letters contained the same or similar sentiment. Listed in no particular order.

- |                                                                       |                                                           |
|-----------------------------------------------------------------------|-----------------------------------------------------------|
| 6 Loss of student funding for school (academics) (education) (degree) | 1 Logistical nightmare for university and community       |
| 3 Deteriorating academic buildings                                    | 9 Traffic and parking                                     |
| 2 Disabled access needs                                               | 1 Lose CBA (Band) State Championships                     |
| 20 Waste of money                                                     | 5 Love it (Hughes), keep it, would miss it                |
| 7 Subtracts more than adds to campus life                             | 6 Nothing wrong with Hughes – everything right (location) |
| 10 Offends the community                                              | 6 Views from Hughes (beautiful)                           |
| 9 Here for academics                                                  | 4 On-campus creates crowding and eyesore                  |
| 2 Financial Burden                                                    | 2 Going to Hughes off main-campus is great                |
| 10 WE HAVE A STADIUM! (no need) (we love Hughes)                      | 5 NO MORE CONSTRUCTION!                                   |
| 9 Economics                                                           | 1 Noise and pollution                                     |
| 2 Corruption and bad example                                          | 10 Frivolous, misplaced priorities                        |
| 16 Use and maintain what we have (be green) (upgrade)                 | 2 Great atmosphere at Hughes, great experience            |
| 6 Loss of tailgating tradition                                        | 1 67% of students DON'T want stadium on campus            |

### **Student opposition in their own words (in no order particular order):**

"This stadium is a waste of money and would take away from the campus more than it would give."

"Hughes Stadium is one of the reasons I came to CSU. I think the tailgating and mountain front experience is amazing." "..... Please keep it!"

"All moving the stadium on campus would do is take up space and create an eye sore. Put the money into something useful, not building a new stadium."

"Going to Hughes is an experience. Don't ruin that by moving the stadium on campus."

"We love Hughes and do not need more construction on campus."

"Hughes Stadium is perfect right now and has trouble filling seats. A new stadium will only mean more unfilled seats."

"It kills me that at the time when you are cutting financial aid and raising tuition, you are willing to spend money so frivolously."

"Hughes is beautiful, and a new stadium will be an absolutely huge waste of money."

"We are the GREEN University and this is the least sustainable idea I have seen since coming to CSU five years ago.... 67% of students DON'T want the stadium."

"There is no room!..... In 50 years, we will need more dorms, more buildings for learning. Where are those going to go? Are we going to have an extension (campus elsewhere)? Is that what you want CSU to be?"

"Other more important things at CSU desperately need attention....that it (stadium) is SHAMEFUL!!!"

"The on-campus stadium is not in my best interest as a student at CSU. .... bottom line, I do not want a stadium on campus."

"I am disappointed to be at a university choosing conspicuous consumption over helping their students, especially in such hard economic times."

"It is wasteful financially as well as ecologically irresponsible."

"....it seems like a leap of "faith" to invest so much in our sports future. Let's keep campus focused on academics."

"The old one is fine! ..... CSU is about academics, not sports. Student fees are high enough!"

"It's like saying football is more important than school!"

"... not many colleges get to have their stadium in such a unique and beautiful location."

"Keep CSU original and renew, don't build new."

"... gardens – only place to have time away from bustle of campus...find seclusion and have a retreat..."

"Please listen to your students - we CHOSE CSU for a reason."

"Please consider other ways of creating revenue – an on-campus stadium is not the answer. WE LOVE HUGHES!"

"A new stadium won't guarantee new pride in our athletics, it will not raise our skills in athletics either! If anything, I have just lost some of my pride!"

"... higher education funding is still dropping, tuition is still rising, and I think prospective (and current) students need more than a shiny new building to come to our university! Our academics are struggling as it is. Spend money there, not on a stadium we don't need."

"1. We have a great stadium already! (less traffic, more parking, beautiful location). 2. PERC and the gardens are irreplaceable. They provide much more benefit and are better for the environment. 3. The dollars that it will take to build and maintain the stadium will put everyone in debt. Please don't build!"

"Frank, You have a powerful voice, which is a good thing. But when your intentions are clearly profit related and lobbyist related, I feel ashamed to have you be the voice of me as a graduate student. Let's not give in to the profiteering" "...absolute power corrupts absolutely."

"STOP! THINK! We don't want this. It's selfish in search of money. Dollars = corruption."

"...betrays the most fundamental part of CSU. If you take away our horticulture gardens you might as well take that "A" off the mountain. We are the Aggies."

"How much do you think I'll donate (as an alumni) if you impose an unwanted stadium on ME?"

"Save last piece of original ag land on this Land Grant University. Respect Ft Collins' community and keep stadium off campus. Keep focus on academics! Football is not our priority!"

"I appreciate your efforts to make CSU a better place, but your dream is not a better place. As a devoted student of CSU, I do not support the new stadium. Please save Hughes."

"Tradition is very important to me...part of the reason I choose to attend CSU. I love attending the football games and looking up to the 'A.' It reminds me of all those who did the same in the past. Please keep Hughes so others can feel the same tradition."

"This further separates the community and CSU – which is a detriment to all!"

"I don't want to be part of an institution of LEARNING which puts money and sports first."

"I just don't think it's worthwhile (to build) when we have a stadium that is unique and would cost significantly less to renovate."

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Letters to the editor are 250 words maximum; public thank-yous are 100 words maximum; Soapbox opinions are a maximum of 550 words. Photos are required for Soapboxes. Political candidates cannot be endorsed in Soapbox columns, but can in letters to the editor. Mail, 1300 Riverside Ave., Fort Collins, CO 80524; email, Opinion@coloradoan.com; fax, (970) 224-7899. Phone number and address are required. Entries are edited. Submissions may be published or distributed in print, electronic or other form.

## Consequences, not funding, the problem with campus stadium



As things stand right now, the chances of a new on-campus stadium are no better than 30 percent. I say this because

both fundraising and financing appear to be in serious trouble. "Creative" contracting (pay to play) has been ruled out. And, given plummeting game-day attendance, the football program's finances are shaky.

That doesn't mean that the stadium's supporters should lose heart. As Tony Frank has said, "There is, of course, no shortage of ways in which one could finance such a facility." (stadium update, Oct. 1) But, he also faces daunting self-imposed constraints. In the same update, he promised, "...state general funds, student tuition or fees, or proceeds from any tax shouldn't be used to finance the stadium." So, what creative financial schemes might he employ, and what are the ethical undertones and longer term consequences of moving forward?

If we take his last statement at face value, CSU will borrow by pledging income from naming rights, luxury box sales, premium seating, television revenue, etc., to pay principal and interest. Whether lenders approve stadium loans hinges on an underwriter's appraisal of CSU's income projections. From what I have seen, CSU's projections have been wildly optimistic. It is at this point the underwriters will raise red flags. So, what can CSU do to strengthen its case?

It has already incorporated classrooms into the design. This tactic boosts stadium income by tapping into the resident instruction fund. Raising revenue through gentrification and privatization are also viable options.

1) Gentrify the student section.

By moving students to the end zone, it could sell the vacated sideline seats for a premium. The University of Washington helped finance its recent makeover of Husky stadium by doing precisely that. Since student fees were \$120, while the new sideline seats sold for \$1,200 (plus a mandatory donation to the athletic department) Washington earned a profit of \$1,000 per gentrified seat.

2) Privatize parking. Parking poses a problem, but it also offers an opportunity to boost revenue. An on-campus stadium will necessitate the construction of several four-story parking structures (\$40 million for 2,000 spaces). This could prove to be a stumbling block, because when the stadium bonds, parking and ancillary investments are added, CSU's debt could balloon to \$1.1 billion (about a tenfold increase since 2003). But this is where privatization comes in. Some debt would be taken off the table, and it would provide CSU some additional cash to invest in the stadium. The downside of privatization is it increases parking fees, which results in more off-campus parking (costs external to the stadium's finances).

With enough "creativity," CSU should be able to secure financing. It is more important to ask: Should a stadium be built at any cost and regardless of the consequences? Creative financing carries questionable undertones. You don't have to look further than 60 miles from here to see what an on-campus stadium may yield. CU Boulder's athletic department is awash in debt from buyouts and declining attendance. This has happened even though it has an on-campus stadium (refurbished in 2003), a TV deal that earns more than 10 times what CSU earns and attendance nearly double that of CSU's. Despite all that, CU's athletic director said the department has budgeted for a \$5.6 million shortfall this year.

The bottom line is that CSU may be able to convince bond underwriters to provide financing. Whether that is a good idea remains doubtful.

Hal Cochrane is a Fort Collins resident.

12-2-13 DR. COCHRANE PROFESSOR OF ECON. CSU

### THE FIRST AMENDMENT

"Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble; and to petition the government for a redress of grievances."

**Graham should explain  
Title IX compliance issues**

It was with considerable interest that I read your front page article on Nov. 21 concerning Colorado State University's Title IX compliance issues. I presume that the person ultimately responsible for Title IX compliance at CSU is Athletic Director Jack Graham. No mention of Graham appears anywhere in this article other than a reference to an attributed quote by him to the effect that water polo in Colorado is akin to skiing in Hawaii.

At a time when the CSU community and the city of Fort Collins are being asked by Graham to trust in his judgment and credibility by supporting the construction of a new stadium for men's football, it does not seem to be unreasonable to expect that he step forward and accept responsibility and address this compliance issue, which occurred during his watch.

If the Coloradoan forgot to ask Graham for a comment, that is bad journalism. On the other hand, if Graham refused to comment, or pointed to someone else on his staff as responsible, that is inexcusable.

I think we are entitled to hear from Graham on this issue, but perhaps he is unavailable.

Off skiing in Hawaii, perhaps.

**John P. Frey, Fort Collins**

11/30/13(?)

**Teufel, Sharon**

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**From:** CSUS Board  
**Sent:** Tuesday, December 10, 2013 3:10 PM  
**To:** Carl Wangsvick  
**Subject:** RE: CSU Contracting Issues

Good afternoon, Mr. Wangsvick:

This acknowledges receipt of your email regarding CSU contracting issues. Your correspondence and the attachment will be distributed to the Board of Governors of the Colorado State University System.

Thank you for your continuing interest in Colorado State University.

Sincerely,

Sharon Teufel

Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

Notice: This email (including attachments) is protected by the Electronic Communications Privacy Act, 18 USC 2510-25221. It is confidential and may be legally privileged. If you are not the intended recipient, you are hereby notified that any retention, dissemination, distribution, or copying of this communication is strictly prohibited.

-----Original Message-----

**From:** Carl Wangsvick [mailto:cwangsvi@yahoo.com]  
**Sent:** Friday, December 06, 2013 1:15 PM  
**To:** CSUS Board  
**Cc:** Joe Garcia; John Kefalas; Randy Fischer  
**Subject:** CSU Contracting Issues

Dear Board of Governors:

I am writing you on an issue different from the issue of gender equity I have spoken about. I am, certainly, disappointed in not having heard from you on your efforts to resolve those problems, as they are soon to become a public relations matter once more. Assisting Dr. Frank in having a plan to remedy these problems, and making that plan public, is becoming more important by the day, as CSU's approval rating continues to poll lower and lower. You really should do something.

On the issue at hand, contracting ethics, and legality, I am attaching emails obtained via a CORA request that relate to the contracting of a second football stadium at CSU. Note the following. Everyone agrees now that the RFP that demanded donations as part of qualifying to become the General Contractor was in error. CSU seems to think that Addendum 3 removing some donations language solved the problem, but it did not. It was sent only to shortlisted firms, and so it did not provide firms who chose not to bid under the "no donation required" conditions a chance to do so. The Rush email of Aug 26 indicates there were contractors upset about requiring donations, and probably some did not bid for that very reason. Also, the Friedberg email of Sep 3 instructs CSU to get this info to all bidders before selecting a short list, but an email from Mike Hooker with the RFP and Addendums shows the Addendum went only to the already selected shortlisters. In response to CSU's claim that it was merely following the model of the Capitol Dome project, the

Sep 3 10:24 AM Friedberg email indicates that that project had the involvement and approval of the AGO and SCO. Apparently, CSU's did not. I suspect those offices would have killed the whole RFP. Next, the atch shows everyone involved seems to think that soliciting donations from subcontractors as Addendum 3 states will be done, under the guise of "materials donations," would be ok. It would not. It is still "strong arming" companies who wish to continue doing business with CSU or its GC. It is actually about money, not drywall. It has no Best Value benefit, claiming as donations, funds that will go right back to the donors. It's a shell game, same pea moved around under many shells. According to a former Colorado prosecutor, taking donations just to look like a good fundraiser, if the money just goes back to pay the donors, is fraud. CSU can pretend to you that they have all the needed donations, so you will approve the project, based on these phantom funds. That is not private funding, it is fraudulent funding. Don't approve that.

Second, and more importantly, I call your attention to the incriminating email from Mr. Rush on July 30 that states, in reference to the original plan to gain donations as part of selecting a contractor, "CSU has done this strategic partnership w/donations scenario very successfully with other major vendor procurements." I would ask you to check with some legal source outside the CSU fold to see if this approach does not in fact violate Colorado laws against contracting practices that are "anticompetitive and collusive." I believe it does. It is a shocking admission. The mere description of a "strategic partnership with donations," indicates coercion, since "no donation" means "no partnership." These are not donations, but as the July 30 12:24 Friedberg email says about such practice in the stadium contract: "It is really not a Best Value consideration, but actually a contribution." In defense of the practice, the Rush email of Aug 1 states that "The University has a statutory authority to accept gifts." Someone needs to inform him that for a public entity to accept gifts is not the same thing as for it to require gifts in order to do business. One is legal, the other is not.

Third, I request you to assist Dr. Frank in preparing solutions to the problem of violations in contracting ethics, sooner, not later, as it has already been a subject of notice in both the Coloradoan and Northern Colorado Business Report (a very conservative source), and is bound to surface again, in light of these incriminating emails. I urge you to act immediately, and publicly. I would hope your actions would include the following:

1. A thorough investigation of all "strategic partnerships" and the bidding and awarding of those partnerships. I particularly urge you to examine Procurement Department memos on this issue to see if in fact warnings of illegality were given, and if so, to whom, and who overruled them. This area is suspicious because Mr. Vangermeersch's CORA request came back with a historic first reason for a document denied: "attorney/client confidentiality." That may indicate somebody is in trouble here, and even that a coverup may be in the works, with employees culpable in that regard too.
2. The examination of the donors list for the 500 million dollar "Challenge for CSU" to determine who on the list is in a strategic partnership with CSU, and how much was their "partnership donation." This entire fundraising achievement may be tainted by funds having been coerced.
3. The removal of the current VP of Operations and Contracting Services Manager at CSU who have overseen this kind of activity, in particular, the VP, who seems to have led the blocking of transparency in regard to contracting missteps, as apparent in her Coloradoan comments and conflicted Soapbox.
4. The placing of Dr. Frank on administrative leave until he is cleared of involvement in this activity. I hope he is, but time will tell.

You may find my conclusions about these documents to be in error, and I would welcome a reply to that effect, should you choose. I believe, however, that even more evidence will emerge. Still, I am open to hearing justification of these activities. We all want "the best for CSU," but statutory constraints about how that may be achieved are more important. I believe that, while scrupulous ethics may not get another stadium built, ethical contracting and ethical treatment of women athletes are two of the best ways to get "the best for CSU" in the long run. I hope you agree.

Thank You,



Carl Wangsvick

STATE OF  
COLORADO

Friedberg - DPA, Larry &lt;larry.friedberg@state.co.us&gt;

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**CSU Stadium CMGC - RFP**

19 messages

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**Rush, Mike** <Mike.Rush@colostate.edu>  
To: "larry.friedberg@state.co.us" <larry.friedberg@state.co.us>  
Cc: "Aurand, Donna" <Donna.Aurand@colostate.edu>

Mon, Jul 29, 2013 at 2:37 PM

Hi Larry,

We are preparing to advertise for CMGC on the proposed Stadium project. We intend to select based on, and contingent on, BOG approval and w/ full funding but the initial contract will be for pre-construction services only as we don't anticipate presenting to the BOG until December. For this project, we propose the following changes to our standard CMGC RFP (7/2012)

Move: Misc. Considerations to Heading 6. Add Heading 5:

5. Best Value Considerations:

a. As you may be aware, a major portion of the funding for this specific project is intended to come from private donations. Given this consideration, demonstrate your ability to donate to the project either in the form of direct monetary contributions and/or in – kind, (material and/or labor), donations.

b. Clearly describe the value of your proposed donation to the project. This section will be given equal weight when compared to the other qualification based selection criteria identified in Appendix A and A1.

This will allow us to evaluate the subject (donation to the project) criteria both at the initial submittal and interview stage. Giving it equal weight allows it to play into the selection process while maintaining the intent of the state qualification/fee based procurement process.

Please let me know if you have any concerns at your earliest convenience.

Thanks, Mike

---

**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: "Rush, Mike" <Mike.Rush@colostate.edu>  
Cc: "Aurand, Donna" <Donna.Aurand@colostate.edu>

Tue, Jul 30, 2013 at 12:24 PM

I'm not comfortable with it. It is really not a Best Value consideration but actually a contribution. how would you

evaluate this, highest contribution monetarily gets the highest weight?

[Quoted text hidden]

--

Larry Friedberg, AIA  
State Architect  
Office of the State Architect  
Colorado Department of Personnel & Administration  
1313 Sherman Street Suite #122 | Denver, CO 80203  
office: 303-866-3079 | cell: 303-319-6040

[www.colorado.gov/dpa](http://www.colorado.gov/dpa) | [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)

---

**Rush, Mike** <Mike.Rush@colostate.edu>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>  
Cc: "Aurand, Donna" <Donna.Aurand@colostate.edu>

Tue, Jul 30, 2013 at 4:48 PM

Hi Larry,

Thanks for the initial response and follow up questions.

We could certainly call it strategic partnership considerations in lieu of best value considerations

In terms of how to evaluate:

- We will have several participants on the selection committee.
- I had anticipated we would give the category a weight very similar to the other selection criteria ( see attached)
- Rating would then be determined by the individual members, that will blend it further. I imagine on this line that the highest contribution would get the highest rating. I think that is O.K. and could certainly benefit the project.
- We could limit this consideration to the interview in lieu of having it in both the submittal short listing and interview scoring.
- Do you see something in the statutes that would prohibit this?
  - We base our interpretation on objective intent where it appears to align as long as we clearly and explicitly disclose our intentions in the RFP and strictly follow the contract requirements (as we do on all projects anyway).
  - I would see this as a larger challenge on a design/build project. In this case, we propose a CMGC where we will have separate contracts with the AE and the CMGC to ensure the "contribution" doesn't affect quality or specifications.

- Can you offer more insight in regards to possible challenges?
  - The one I readily see is that if we have a contractor that has the capacity to bond the project and is equally qualified when compared to the one that can bond it and, in addition, make a contribution to the project, the second would obviously score higher. But if we, as a state agency, are looking for the best value in developing a privately funded project it seems like we are not only meeting the intent of the procurement rules and associated statutes but exceeding them.
- I understand we (CSU) has done this (strategic partnership w/ donation scenario) very successfully with other major vendor procurements but I know we haven't tried it with construction yet. This could be the opportunity.

Let me know if it is a no go with a couple good reasons and I'll pass that along. We plan to advertise on the 5<sup>th</sup> if we can get this resolved by then.

Thanks, Mike

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**From:** Friedberg - DPA, Larry [mailto:larry.friedberg@state.co.us]  
**Sent:** Tuesday, July 30, 2013 12:25 PM  
**To:** Rush, Mike  
**Cc:** Aurand, Donna  
**Subject:** Re: CSU Stadium CMGC - RFP

[Quoted text hidden]

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88K

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**Friedberg - DPA, Larry** <larry.friedberg@state.co.us> Tue, Jul 30, 2013 at 5:10 PM  
To: "Rush, Mike" <Mike.Rush@colostate.edu>, OSA Lance Shepherd <lance.shepherd@state.co.us>  
Cc: "Aurand, Donna" <Donna.Aurand@colostate.edu>

Mike,

In our Dome Restoration project the CM/GC asked for donations within the sub bids for materials only. I will ask Lance to send a copy of their bid and then we can discuss. Note, that we had a fund raising campaign approved by the legislature to help fund the project. All of the donations first went to them and then to the project.

Larry

[Quoted text hidden]

---

**Shepherd - DPA, Lance** <lance.shepherd@state.co.us> Wed, Jul 31, 2013 at 10:48 AM  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>  
Cc: "Rush, Mike" <Mike.Rush@colostate.edu>, "Aurand, Donna" <Donna.Aurand@colostate.edu>

Larry

Here is the donation form that was sent out by GH Phipps as part of their bidding package. Let me know if you need additional information.

Thanks

[Quoted text hidden]

--

Lance Shepherd, LEED AP, Architect  
Manager, Design and Construction Programs  
State of Colorado | Department of Personnel and Administration  
Division of Central Services  
1525 Sherman Street, B15 | Denver, CO 80203  
Office 303.866.3450 | Cell 303.646.7218  
www.colorado.gov/dpa | lance.shepherd@state.co.us



**Exhibit L - Share the Care Donation Form.pdf**  
301K

Rush, Mike <Mike.Rush@colostate.edu>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>  
Cc: "Aurand, Donna" <Donna.Aurand@colostate.edu>

Thu, Aug 1, 2013 at 8:02 AM

Good Morning Larry,

Thank you for the additional information on how you solicited donations on the capital dome project. We would like to proceed with the advertisement, RFP and RFQ for the stadium based on the following notes:

Evaluation:

- We will have several participants on the selection committee.
- I had anticipated we would give the category a weight very similar to the other selection criteria ( see attached)
- Rating would then be determined by the individual members, that will blend it further. I imagine on this line that the highest contribution would get the highest rating. I think that is O.K. and could certainly benefit the project.
- We will limit this consideration to the interview in lieu of having it in both the submittal short listing and interview scoring.

Procurement Rules, Statutes:

- We believe we align with the procurement rules supported by statute as long as we clearly and explicitly disclose our intentions in the RFP and strictly follow the contract requirements (as we do on all projects anyway).
- In this case, we propose a CMGC where we will have separate contracts with the AE and the CMGC to ensure the "contribution" doesn't affect quality or specifications.
- I understand we (CSU) has done this (strategic partnership w/ donation scenario)

very successfully with other major vendor procurements.

- The University has statutory authority to accept gifts and bequests (23-5-112). All state institutions of higher education are authorized to receive gifts and bequests of money or property which may be tendered to any such institution by will or gift. The governing board of such institution is authorized, subject to the terms of any gift or bequest and to provisions of any applicable law, to hold such funds or property in trust or invest or sell them and use either principal or interest of the proceeds of sale for the benefit of such institutions or the students or others for whose benefit such institutions are conducted.
- One challenge might be that if we have a contractor that has the capacity to bond the project and is equally qualified when compared to the one that can bond it and, in addition, make a contribution to the project, the second would obviously score higher. But if we, as a state agency, are looking for the best value in developing a privately funded project it seems like we are not only meeting the intent of the procurement rules and associated statutes but exceeding them.

In comparison to the Capital Dome Project:

- It appears donations were solicited on that project. We feel our proposed project would be very similar but initially at the general contractor level. When bidding to the subcontractors it will very closely parallel your example.
- We do not have a "campaign" currently underway but do have a major fund raising effort in progress. We have a very similar tracking of donations. We are currently securing donations to a foundation account which are then transferred into the project accounts as contract amendments are executed.

Please let me know if you have remaining concerns and I will address. If not, we will plan to proceed with the selection process on the 5<sup>th</sup> of August.

---

**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: "Rush, Mike" <Mike.Rush@colostate.edu>  
Cc: "Aurand, Donna" <Donna.Aurand@colostate.edu>

Thu, Aug 1, 2013 at 10:34 AM

Sounds reasonable and justifiable.

[Quoted text hidden]

—

Larry Friedberg, AIA  
State Architect

STATE OF  
COLORADOFor Help: DPA, Larry [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)**CSU Stadium CMGC - RFP**

1 message

**Rush, Mike** <Mike.Rush@colostate.edu>

Mon, Aug 26, 2013 at 6:01 PM

To: "Parsons, Amy" &lt;Amy.Parsons@colostate.edu&gt;, "Aurand, Donna" &lt;Donna.Aurand@colostate.edu&gt;

Cc: "Friedberg - DPA, Larry" &lt;larry.friedberg@state.co.us&gt;, "Hultin, Steve" &lt;Steve.Hultin@colostate.edu&gt;

Amy and Donna,

I understand Larry is getting some push back from the general contractors and has received a formal question from Representative Fischer on deviation from the standard selection process for the CMGC RFP for the stadium that is currently in process. Even though approved by Larry on first reading below, he would like to, (and has instructed me to), eliminate any donation considerations from the selection process. Since we had already moved this criteria to the interview stage, this removal can easily be done with an addendum to those who have submitted and we would then simply update the proposed scorecard for the interview.

Please advise at your earliest convenience.

Thanks, Mike

**From:** Friedberg - DPA, Larry [mailto:larry.friedberg@state.co.us]**Sent:** Thursday, August 01, 2013 10:34 AM**To:** Rush, Mike**Cc:** Aurand, Donna**Subject:** Re: CSU Stadium CMGC - RFP

Sounds reasonable and justifiable.

On Thu, Aug 1, 2013 at 8:02 AM, Rush, Mike &lt;Mike.Rush@colostate.edu&gt; wrote:

Good Morning Larry,

Thank you for the additional information on how you solicited donations on the capital dome project. We would like to proceed with the advertisement, RFP and RFQ for the stadium based on the following notes:

STATE OF  
COLORADO

Friedberg - DPA, Larry &lt;larry.friedberg@state.co.us&gt;

---

## CSU CMGC Selection Process

3 messages

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**Rush, Mike** <Mike.Rush@colostate.edu>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>

Tue, Aug 27, 2013 at 4:58 PM

Larry,

I have had a fair amount of discussion with CSU administration regarding the stadium CMGC-RFP issue. We respectfully request that you provide us with an email explaining your approval of the RFP language/process and what changed your mind. We will remove all strategic partnership (donation) considerations from the RFP via an addendum but it should be noted that we based our decision to move forward on your initial approval. We believe removing the consideration now will present many challenges for us on several fronts. We thus need acknowledgement that we followed the proper steps in gaining approval from state buildings and an explanation for the change that we can share with our constituent groups.

Thanks, Mike

---

**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: "Rush, Mike" <Mike.Rush@colostate.edu>

Tue, Aug 27, 2013 at 5:42 PM

Mike,

I refer you to my last email. I explained the use of donations on our Dome project which included sealed bids from subcontractors to a CM/GC. That is the only process we can support since it involves quantifiable costs related to materials. I did not approve your process but stated that it seemed "reasonable and justifiable" based on my understanding that you were only using donations related to materials. However, you indicated last night that you were including donations of time and materials in qualifications and not in the sealed proposals and the sealed proposals were from CM/GC's in the interview during step two. I would not have supported that. Based on my current understanding of your process I do not think that it is reasonable or justifiable.

Larry

[Quoted text hidden]

-

Larry Friedberg, AIA  
State Architect  
Office of the State Architect  
Colorado Department of Personnel & Administration  
1313 Sherman Street Suite #122 | Denver, CO 80203  
office: 303-866-3079 | cell: 303-319-6040

[www.colorado.gov/dpa](http://www.colorado.gov/dpa) | [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)

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**Rush, Mike** <Mike.Rush@colostate.edu>

Tue, Aug 27, 2013 at 6:00 PM



9/17/13

State.co.us Executive Branch Mail - CSU CMGC Selection Process

To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>

Larry, Thanks.

**From:** Friedberg - DPA, Larry [mailto:larry.friedberg@state.co.us]

**Sent:** Tuesday, August 27, 2013 5:42 PM

**To:** Rush, Mike

**Subject:** Re: CSU CMGC Selection Process

[Quoted text hidden]

Office of the State Architect  
Colorado Department of Personnel & Administration  
1313 Sherman Street Suite #122 | Denver, CO 80203  
office: 303-866-3079 | cell: 303-319-6040

[www.colorado.gov/dpa](http://www.colorado.gov/dpa) | [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)

---

**Rush, Mike** <Mike.Rush@colostate.edu>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>  
Cc: "Aurand, Donna" <Donna.Aurand@colostate.edu>

Thu, Aug 1, 2013 at 12:33 PM

Thank you

Sent from my iPhone  
[Quoted text hidden]

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**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: "Rush, Mike" <Mike.Rush@colostate.edu>

Mon, Aug 26, 2013 at 6:20 PM

Mike,  
Got your latest email.  
Please note that my initial response was I'm not comfortable with this approach. However, after your explanation I said it sounds reasonable and justifiable thinking it was based on my earlier email response on using materials donations only in the sealed bid, but I did not approve either way. I also did not realize that you were including time donations, etc. and making them part of the qualifications? Based on my understanding now of your process I strongly suggest that you remove all language from your interview process related to donations and follow the conventional selection process of qualifications and sealed proposals for CM/GC?  
Larry  
[Quoted text hidden]

---

**Rush, Mike** <Mike.Rush@colostate.edu>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>

Mon, Aug 26, 2013 at 6:37 PM

Ok. Sorry for the challenging dialog

Sent from my iPhone  
[Quoted text hidden]

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**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: [rws@colostate.edu](mailto:rws@colostate.edu)

Wed, Aug 28, 2013 at 11:00 AM

----- Forwarded message -----  
From: **Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
Date: Mon, Aug 26, 2013 at 6:20 PM  
Subject: Re: CSU Stadium CMGC - RFP  
[Quoted text hidden]  
[Quoted text hidden]

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**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: [rws@colostate.edu](mailto:rws@colostate.edu)

Wed, Aug 28, 2013 at 11:04 AM

[Quoted text hidden]

—

Larry Friedberg, AIA  
State Architect  
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[www.colorado.gov/dpa](http://www.colorado.gov/dpa) | [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)

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**Friedberg - DPA, Larry** <[larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)>  
To: [rws@colostate.edu](mailto:rws@colostate.edu)

Wed, Aug 28, 2013 at 11:08 AM

----- Forwarded message -----

From: **Shepherd - DPA, Lance** <[lance.shepherd@state.co.us](mailto:lance.shepherd@state.co.us)>  
Date: Wed, Jul 31, 2013 at 10:48 AM  
Subject: Re: CSU Stadium CMGC - RFP

[Quoted text hidden]

[Quoted text hidden]

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 **Exhibit L - Share the Care Donation Form.pdf**  
301K

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**Schweigert, Richard** <[Rich.Schweigert@colostate.edu](mailto:Rich.Schweigert@colostate.edu)>  
To: "Friedberg - DPA, Larry" <[larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)>

Wed, Aug 28, 2013 at 11:18 AM

Thanks Larry – good talking with you today

**From:** Friedberg - DPA, Larry [<mailto:larry.friedberg@state.co.us>]  
**Sent:** Wednesday, August 28, 2013 11:08 AM  
**To:** [rws@colostate.edu](mailto:rws@colostate.edu)  
**Subject:** Fwd: CSU Stadium CMGC - RFP

[Quoted text hidden]

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**Friedberg - DPA, Larry** <[larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)>  
To: "Schweigert, Richard" <[Rich.Schweigert@colostate.edu](mailto:Rich.Schweigert@colostate.edu)>

Wed, Aug 28, 2013 at 11:23 AM

Good talking to you. Mike was going to get back with me on the addendum to remove donations from the solicitation. Are you ok with me sharing our conversation?

[Quoted text hidden]

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**Schweigert, Richard** <[Rich.Schweigert@colostate.edu](mailto:Rich.Schweigert@colostate.edu)>  
To: "Friedberg - DPA, Larry" <[larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)>

Wed, Aug 28, 2013 at 11:23 AM

STATE OF  
COLORADO

Friedberg - DPA, Larry &lt;larry.friedberg@state.co.us&gt;

## Proposed Addendum 3 - CMGC Stadium RFP

2 messages

Rush, Mike <Mike.Rush@colostate.edu>  
 To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>  
 Cc: "Hultin, Steve" <Steve.Hultin@colostate.edu>

Tue, Sep 3, 2013 at 8:45 AM

Larry,

The following excerpt is from the proposed Addendum 3. You had requested review of Addendum 3 prior to release.

Addendum 3 will remove the strategic partnership and donation criteria from the CMGC selection process and defer it to after the CMGC is selected for materials only following your "share the care" process for the capitol dome. We will also be adjusting the RFP dates. That will be the extent of the addendum.

Please let me know at your earliest convenience today if you have any remaining concerns.

Thanks, Mike

### Addendum #3

*Section IV.B.6 – As described in Addendum #2 is modified as follows:*

#### *General:*

1. *Upon further review and consideration of the original RFP, the Office of the State Architect has requested removal of all strategic partnerships and best value considerations from the selection process.*
2. *After selection of the General Contractor, Colorado State University is interested in soliciting material donations from suppliers and subcontractors. Donations of materials from suppliers and subcontractors is encouraged and we anticipate the process for this will be similar to that used by the Office of the State Architect for the Capital Dome project. CSU will develop participation guidelines for the donation of in-kind goods with the selected CM/GC and the Office of the State Architect after award of the CM/GC contract.*
3. *Schedule modifications for the RFP process are as follows:*

Friedberg - DPA, Larry <larry.friedberg@state.co.us>  
 To: Jolina Lewis - DPA <jolina.lewis@state.co.us>

Tue, Sep 17, 2013 at 2:06 PM

3 of 7 emails/CSU Stadium

[Quoted text hidden]

-

Larry Friedberg, AIA  
 State Architect  
 Office of the State Architect

9/17/13

State.co.us Executive Branch Mail - Proposed Addendum 3 - CMGC Stadium RFP

**Colorado Department of Personnel & Administration**  
**1313 Sherman Street Suite #122 | Denver, CO 80203**  
**office: 303-866-3079 | cell: 303-319-6040**

[www.colorado.gov/dpa](http://www.colorado.gov/dpa) | [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)

STATE OF  
COLORADO

Friedberg - DPA, Larry &lt;larry.friedberg@state.co.us&gt;

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**Proposed addendum 3 - CMGC RFP**

4 messages

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**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: CSU Mike Rush <mike.rush@colostate.edu>

Tue, Sep 3, 2013 at 10:24 AM

Mike,

I copied your email and made the following edit in **bold**. The donation process at the Dome had the participation and approval of the AGO and SCO.

Larry

Larry,

*The following excerpt is from the proposed Addendum 3. You had requested review of Addendum 3 prior to release.*

*Addendum 3 will remove the strategic partnership and donation criteria from the CMGC selection process and defer it to after the CMGC is selected for materials only following your "share the care" process for the capitol dome. We will also be adjusting the RFP dates. That will be the extent of the addendum.*

*Please let me know at your earliest convenience today if you have any remaining concerns.*

Thanks, Mike

**Addendum #3**

Section IV.B.6 – As described in Addendum #2 is modified as follows:

**General:**

- 1. Upon further review and consideration of the original RFP, CSU has decided to remove all strategic partnerships and best value considerations from the selection process.**
- 2. After selection of the General Contractor, Colorado State University is interested in soliciting material donations from suppliers and subcontractors. Donations of materials from suppliers and subcontractors is encouraged and we anticipate the process for this will be similar to that used by the Office of the State Architect for the Capital Dome project. CSU will develop participation guidelines for the donation of in-kind goods with the selected CM/GC and the Office of the State Architect after award of the CM/GC contract.**
- 3. Schedule modifications for the RFP process are as follows:**

--  
Larry Friedberg, AIA

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---

**Rush, Mike** <Mike.Rush@colostate.edu>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>  
Cc: "Hultin, Steve" <Steve.Hultin@colostate.edu>

Tue, Sep 3, 2013 at 10:55 AM

Larry,

*Would the following be acceptable?*

1. *Upon subsequent conversations with the Office of the State Architect, CSU has determined to remove all strategic partnerships, best value considerations from the selection process.*

---

**From:** Friedberg - DPA, Larry [mailto:larry.friedberg@state.co.us]  
**Sent:** Tuesday, September 03, 2013 10:25 AM  
**To:** Rush, Mike  
**Subject:** Proposed addendum 3 - CMGC RFP

[Quoted text hidden]

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**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: "Rush, Mike" <Mike.Rush@colostate.edu>  
Cc: "Hultin, Steve" <Steve.Hultin@colostate.edu>

Tue, Sep 3, 2013 at 11:28 AM

I would agree to this if it means removing any expectations for donations as part of the first step qualifications submittal/criteria for selection to shortlist for CMGC's and, removing any weighted criteria from the second step qualifications portion of the interviews and sealed proposals for donations from the CMGC's and, limits donations to materials only in sealed bids from subcontractors to the selected CM/GC during project buyout.

[Quoted text hidden]

---

**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: Jolina Lewis - DPA <jolina.lewis@state.co.us>

Tue, Sep 17, 2013 at 2:05 PM

2 of 7 emails/CSU stadium

----- Forwarded message -----

From: **Friedberg - DPA, Larry** <larry.friedberg@state.co.us>

Date: Tue, Sep 3, 2013 at 10:24 AM

Subject: Proposed addendum 3 - CMGC RFP

[Quoted text hidden]

[Quoted text hidden]



STATE OF  
COLORADO

The Energy, Environment, and Natural Resources Center

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## CSU Stadium Contracting Process

6 messages

**Rep. Randy Fischer** <randyfischer@frii.com>

Mon, Aug 26, 2013 at 5:16 PM

To: larry.friedberg@state.co.us

Cc: Kori Donaldson &lt;Kori.Donaldson@state.co.us&gt;, john kefalas &lt;jkefalashd52@frii.com&gt;

Hi Larry,

I hope this finds you well and having enjoyed a wonderful summer. Hard to believe we're coming up on the Labor Day weekend already.

I'm forwarding the following questions and concerns (pasted below) that Senator Kefalas and I both received from a Fort Collins constituent. At issue is the RFP that CSU apparently issued for a general contractor for their on-campus stadium project. A response from your office addressing these questions/concerns which we could forward on to our constituent would be greatly appreciated. Thanks.

Yours,

Randy Fischer, State Representative

Colorado House District 53

3007 Moore Lane

Fort Collins, Colorado 80526

970-215-7898 (cell)

303-866-2917 (Capitol Office)

randyfischer@frii.com

www.randyfischer.org

"I would very much appreciate if you could advise me which state office I might contact about perceived irregularities in the process CSU is following for obtaining a general contractor for its proposed stadium. A neighbor working for a Denver firm reviewed the call for bids and found it odd that aside from the written bid, one of the questions slated for the interview section of the process is "What amount, if any, would your firm donate to this project should you get the contract?" (This is a paraphrase, but the original documents should be available from CSU should you be curious.) My source is very reliable. Other folks I have interviewed in the building business were not aware of a way this can be legal. Certainly, it will not be transparent, as donor identities can legally be kept secret."

---

**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: "Rep. Randy Fischer" <randyfischer@fii.com>

Mon, Aug 26, 2013 at 5:50 PM

I will look into it and get back to you.

[Quoted text hidden]

—  
Larry Friedberg, AIA  
State Architect  
Office of the State Architect  
Colorado Department of Personnel & Administration  
1313 Sherman Street Suite #122 | Denver, CO 80203  
office: 303-866-3079 | cell: 303-319-6040

[www.colorado.gov/dpa](http://www.colorado.gov/dpa) | [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)

---

**Rep. Randy Fischer** <randyfischer@fii.com>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>

Mon, Aug 26, 2013 at 8:05 PM

Thanks, Larry.

Randy

**From:** Friedberg - DPA, Larry [mailto:[larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)]  
**Sent:** Monday, August 26, 2013 5:51 PM  
**To:** Rep. Randy Fischer  
**Subject:** Re: CSU Stadium Contracting Process

[Quoted text hidden]

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**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>  
To: "Rep. Randy Fischer" <randyfischer@fii.com>

Tue, Aug 27, 2013 at 1:34 PM

Rep. Fischer,

I have reviewed the intent of the solicitation with CSU facilities management and although their intentions were to get the best value for the state, the solicitation methodology was concerning.

Therefore, I strongly recommended that they remove all language related to donations and base their selection on the standard Construction Manager/General Contractor (CM/GC) two step selection process evaluating only qualifications and fees. CSU is now in the process of issuing an addendum related to this issue.

Larry

[Quoted text hidden]

**Rep. Randy Fischer** <randyfischer@frii.com>  
To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>  
Cc: john kefalas <jkefalashd52@frii.com>

Tue, Aug 27, 2013 at 4:55 PM

Hi Larry,

Thanks so much for your prompt response. I truly appreciate your taking a look at this. Are you comfortable with me sharing this with our constituent?

Yours,

Rep. Randy Fischer

**From:** Friedberg - DPA, Larry [mailto:larry.friedberg@state.co.us]  
**Sent:** Tuesday, August 27, 2013 1:34 PM

[Quoted text hidden]

[Quoted text hidden]

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**John Kefalas** <jkefalashd52@frii.com>

Tue, Aug 27, 2013 at 4:57 PM

To: "Rep. Randy Fischer" <randyfischer@frii.com>, "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>

Thank you for this insight Larry.

Senator John Kefalas

---

**From:** Rep. Randy Fischer [mailto:randyfischer@frii.com]  
**Sent:** Tuesday, August 27, 2013 4:56 PM  
**To:** 'Friedberg - DPA, Larry'  
**Cc:** john kefalas  
**Subject:** RE: CSU Stadium Contracting Process

[Quoted text hidden]

STATE OF  
COLORADO

Friedberg - DPA, Larry &lt;larry.friedberg@state.co.us&gt;

---

## Old State Capital RFP

3 messages

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**Byron Haselden** <ByronHaselden@haselden.com>

Fri, Sep 13, 2013 at 12:41 PM

To: "Friedberg Larry (larry.friedberg@state.co.us)" &lt;larry.friedberg@state.co.us&gt;

Larry

Hope you are doing well and trying to stay dry!

I left you a voicemail today on the general mailbox but I am trying to find a copy of the old RFP that was used for the State Capital Dome project. We are hearing that the CSU Stadium project will have a similar process for donations of materials from suppliers and subcontractors.

Does your office have a copy of this or do you know who I might contact to find a copy?

Thanks for your help.

Byron

**Byron J. Haselden**

President

Haselden Construction

Cell Phone: (303) 880-3147

byronhaselden@haselden.com

www.haselden.com

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This electronic transmission is strictly confidential and intended solely for the addressee. If you are not the

intended addressee, you must not disclose, copy or take any action in reliance of this transmission. If you have received this transmission in error it would be helpful if you could notify the individual who sent the message from Haselden Construction as soon as possible.

---

**Friedberg - DPA, Larry** <larry.friedberg@state.co.us>

Fri, Sep 13, 2013 at 1:52 PM

To: Byron Haselden <ByronHaselden@haselden.com>, CSU Mike Rush <mike.rush@colostate.edu>

CSU will define the process and provide the documentation at the appropriate time in order to have a fair and consistent process. i will copy them on this email.

[Quoted text hidden]

-

Larry Friedberg, AIA  
State Architect  
Office of the State Architect  
Colorado Department of Personnel & Administration  
1313 Sherman Street Suite #122 | Denver, CO 80203  
office: 303-866-3079 | cell: 303-319-6040

[www.colorado.gov/dpa](http://www.colorado.gov/dpa) | [larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)

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**Byron Haselden** <ByronHaselden@haselden.com>

Fri, Sep 13, 2013 at 2:46 PM

To: "Friedberg - DPA, Larry" <larry.friedberg@state.co.us>, CSU Mike Rush <mike.rush@colostate.edu>

Hi Larry

Thanks for getting back to me. I completely understand and want a fair and consistent process. The Dome project was mentioned in a addendum from CSU so that is why I asked. I will follow up with Mike Rush.

Thanks and have a great weekend.

Byron

---

**From:** Friedberg - DPA, Larry [mailto:[larry.friedberg@state.co.us](mailto:larry.friedberg@state.co.us)]

**Sent:** Friday, September 13, 2013 1:52 PM

**To:** Byron Haselden; CSU Mike Rush

**Subject:** Re: Old State Capital RFP

[Quoted text hidden]

[Quoted text hidden]

**Teufel, Sharon**

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**From:** Lindsey Nevin <l10nevin@rams.colostate.edu>  
**Sent:** Monday, December 16, 2013 2:42 PM  
**To:** Teufel, Sharon; Geary, Melanie; chancellor@colostate.edu; CSUS Board  
**Subject:** The new health insurance requirements

To Whom it May Concern,

I am currently a student at CSU. I have my own health insurance which complies with the Affordable Care Act, and I am very happy with it. It is almost \$100 less per month than the plan the school is offering/insisting I get, and that is the only reason I can afford it. It does not meet the maximum deductible requirements that CSU is setting, but I cannot afford to get on the SHIP plan. I do not want your plan. If I have to pay more for the SHIP plan because my deductible is what I want it to be, then I won't be able to afford to go to school full time, thus eliminating my need for the insurance, thus giving me the ability to be on my own insurance, thus allowing me to afford to go to school full time. See the problem here? It is hard enough to afford a college education, and to require us to pay even more in order to meet this arbitrarily low deductible maximum is insisting on too much. I think it is ridiculous that CSU is setting requirements above what the ACA has already set, and I am not happy. I have contacted our legislators in the state senate, as well as the governor, none of whom think this is a reasonable requirement. Hopefully, you will be hearing from them soon.

Respectfully,

Lindsey Nevin

**Teufel, Sharon**

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**From:** Espinosa - HC, Deborah <deborah.espinosa@state.co.us>  
**Sent:** Saturday, January 04, 2014 10:58 AM  
**To:** CSUS Board  
**Subject:** Re: Message to Dennis Florez

Thank you very much. I appreciate your response.

Deborah Espinosa  
Director, El Pueblo History Museum  
History Colorado  
719-369-4108

On Fri, Jan 3, 2014 at 12:17 PM, CSUS Board <[csus\\_board@mail.colostate.edu](mailto:csus_board@mail.colostate.edu)> wrote:

Good afternoon, Ms. Espinosa:

This acknowledges receipt of your email regarding proposed personnel cuts at Colorado State University-Pueblo. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
[303-534-6290](tel:303-534-6290).

**From:** Espinosa - HC, Deborah [mailto:[deborah.espinosa@state.co.us](mailto:deborah.espinosa@state.co.us)]  
**Sent:** Friday, December 20, 2013 1:20 PM  
**To:** CSUS Board  
**Subject:** Message to Dennis Florez

I am one more concerned citizen of Pueblo who is greatly troubled over the recent proposed cuts in personnel to CSU-P.

Dennis, as the Treasurer of the CSU System please provide us with the rationale for this drastic measure! I also appeal

to you as a Hispanic professional in the community. Please fight for us, you have your community behind you. When

the heart of a Hispanic-serving University is threatened, the repercussions are felt throughout a region. Not briefly,

but for generations. I ask you when will it stop? The attitude that Pueblo and it's people are lesser than? Please let me

know what I can do to help save jobs, our lifeblood, our history? I too represent a state educational institution and by all

rights, I ask you to please call on me. Either way, I will protest this callous attack.

Which side of the Arkansas River do you stand on?

Thank you.

--

Deborah Espinosa  
Director El Pueblo History Museum  
History Colorado  
[719 583-0453](tel:7195830453)  
301 North Union  
Pueblo, Colorado 81003

--

Deborah Espinosa  
Director El Pueblo History Museum  
History Colorado  
719 583-0453  
301 North Union  
Pueblo, Colorado 81003





THE NOEL LAW OFFICE, LLC

**EDMOND F. NOEL, JR.**

December 19, 2013

Ms. Dorothy A. Horrell  
Chair of the Board  
Colorado State University System Board of Governors  
410 Seventeenth St., Suite 2440  
Denver, CO 80202

Dear Dorothy:

Thank you for scheduling the "State of the State" dinner on February 12, 2014. I just got my "save the date" card and realized that I will be on a long planned and scheduled vacation that week and will have to miss the very event I suggested! I am terribly sorry. Hopefully I can review the materials, etc. after the meeting. Please have a Happy Holiday season.

Sincerely,

Edmond F. Noel, Jr.

Office Court on Inverness  
88 Inverness Circle East  
Building A, Suite 203  
Englewood, CO 80112

Telephone: 303-800-1009  
Fax: 303-416-4310  
Cell Phone: 303-882-1408

Email: [buddynoel@noellawoffice.com](mailto:buddynoel@noellawoffice.com)  
Web: [www.noellawoffice.com](http://www.noellawoffice.com)

**Teufel, Sharon**

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**From:** Douglas McLean <ddmclean@icloud.com>  
**Sent:** Saturday, December 21, 2013 9:57 PM  
**To:** CSUS Board  
**Subject:** Fwd: CSU Shame - Homophobic Slurs and beatings

Begin forwarded message:

**From:** Douglas McLean <[ddmclean@icloud.com](mailto:ddmclean@icloud.com)>  
**Date:** December 21, 2013 at 22:53:00 CST  
**To:** "[chancellor@colostate.edu](mailto:chancellor@colostate.edu)" <[chancellor@colostate.edu](mailto:chancellor@colostate.edu)>  
**Subject:** CSU Shame - Homophobic Slurs and beatings

It is shameful that your coaches would yell at an opposing student player. It is despicable that those insults would involve cursing and homophobic slurs. It is inconceivable that upon a cursory internet search that Colorado State University is also known for 3 football players beating and yelling homophobic slurs...is this your legacy!?!?!

I would expect that you would have rooted out this cancer from your system...your webpage shows your football victory...but no mention of your coaches actions or apology.

CSU should return the bowl trophy...and your coaching staff should all be fired for lack of control, respect for players, and for disrespecting other humans.

Doug McLean

**Teufel, Sharon**

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**From:** Massaro, Thomas L. <tl.massaro@colostate-pueblo.edu>  
**Sent:** Monday, December 23, 2013 3:40 PM  
**To:** Di Mare, Lesley; chancellor@colostate.edu; CSUS Board  
**Subject:** Budget cuts.

I am a Degree-plus student working towards a Masters in Education. I came back to work on this degree after working more then 17 years as an operation manager for companies, such as, Meijer Inc; Walgreen, Family Dollar, Joann Fabrics. I have sat through many budget meetings, and this one stinks with politics. This campus does have an enrollment problem, enrollment is down across the country. I also know that enrollment was up for several departments. I also find that when you prune a tree too far it dies just as surly as killing the tap root.

As for the budget, if our president doesn't know what going on and we keep losing people in the finical department then that is where the problem lies. Maybe a Federal audit would help. To get objective eyes on this problem to see what is really happening to the money and to help fix the budget.

As for the mass firing are you kidding me, mass firing has never solved the problem it ends up creating more. you know this! What will happen students will not get the help or support they need and will either leave or fail and the university will lose them.

As for helping solve this problem I have a simple solution to save a lot of money. CSU-P is set in a high plains desert, get rid of the grass across the whole campus go back to natural plant growth. We could save tens of thousands if not hundreds of thousands in water costs alone. Going solar and using wind energy to power this campus could save us even more! the winds always blows across the campus. Vestas has a plant right there in Pueblo and im sure a deal could be made to get them at a good cost.

Stop this political crap and this subterfuge in hiding what this is all about. Firing people is not the way to solve this problem.. And if you have to have a bloody axe, then start the top and work your way down.

**Teufel, Sharon**

---

**From:** Di Mare, Lesley <lesley.dimare@colostate-pueblo.edu>  
**Sent:** Tuesday, December 24, 2013 10:44 AM  
**To:** John R. Gatchel  
**Cc:** chancellor@colostate.edu; CSUS Board  
**Subject:** Re: Forward from Tim McGettigan

Thank you, John. We appreciate your thoughts.

Regards,

Lesley

Sent from my iPhone

On Dec 24, 2013, at 9:39 AM, "John R. Gatchel" <[johnrgatchel@aol.com](mailto:johnrgatchel@aol.com)> wrote:

President DiMare,

I am sure that you are aware of this email by Tim McGettigan (I received it in my student email), along with Tim's outspoken stances in the Pueblo community against the Pueblo Police department this past year. I DO NOT agree with Tim's assessment of the Pueblo Police department, and I am growing weary of receiving his emails concerning his perceptions of things in this community, both in the newspaper and in my student email.

I am appalled every time I read an article that Tim has written, or has been interviewed for, because it always states that Tim is a professor at CSU-Pueblo. I respect CSU-Pueblo, and I look forward to achieving my goal of an MBA this May. I think that Tim is engaging in negative publicity that CSU-Pueblo does not need at this time (or any time), so I nominate Tim McGettigan as the first budget cut casualty.

Thank you,

John R. Gatchel (graduate student in HSB)



Monday, December 23, 2013 6:45 PM **McGettigan, Timothy P**  
[\[timothy.mcgettigan@colostate-pueblo.edu\]](mailto:timothy.mcgettigan@colostate-pueblo.edu)

Dear CSU-Pueblo Community,

Due to a sudden, and ill-defined "budget crisis," the CSU Chancellor Michael Martin has demanded that President Lesley DiMare terminate 50 CSU-Pueblo employees. As I am sure you can understand, such termination notices will be devastating to the staff who are struggling to get by in these difficult times, and termination notices will effectively serve as death sentences to the careers of untenured faculty.

Does anyone else hear echoes of Dickens' Christmas Carol?

CSU-Pueblo students will be negatively impacted by Chancellor Martin's mass termination because the university will be firing up to 50 (or more!) of its best and brightest faculty. Consequently, many students

will be robbed of the opportunity to continue their studies with their favorite professors. In addition, as soon as Fall 2014, class sizes will increase dramatically, and the quality of instruction at CSU-Pueblo will plummet as administrators attempt to replace flesh and blood professors with second-rate distance learning technologies.

Astonishingly, at a meeting with on Friday, December 20, 2013, faculty asked President DiMare to provide evidence of CSU-Pueblo's budget crisis. In response, President DiMare admitted that neither she nor anyone else has a sound working understanding of CSU-Pueblo's budget. Yet, in spite of the fact that "no one knows\* what is going on with the CSU-Pueblo budget," President Lesley DiMare and Chancellor Wright insist that they are justified in firing 50 hard-working people. Even worse, when faculty asked if there would be additional job cuts in the future, President DiMare admitted that additional terminations are a real possibility. So, if your favorite professors are not on this year's hit list, they will likely be on next year's hit list. How's that for a Merry Christmas and a Happy New Year

You can listen to the audio recording from the 12/20/13 meeting between faculty and President Lesley Dimare by clicking the following link: <http://youtu.be/KJt1u5tg0-I>

In light of President DiMare's puzzling admission that she does not understand the university's budget, CSU-Pueblo faculty commissioned a study by an independent budget analyst, Dr. Howard Bunsis (Professor of Accounting at Eastern Michigan University). Intriguingly, Dr. Bunsis concluded that, apart from devoting an inordinately large portion of its budget to pay for administrator salaries, CSU-Pueblo was actually in sound fiscal shape--and, if it were not for a significant dose of budgetary mumbo-jumbo, CSU-Pueblo would actually be able to report a cash surplus(!) for 2012, 2013 and 2014.

Chancellor Wright is going to visit CSU-Pueblo on January 17 to explain why he believes that, even though there is no budgetary rationale for doing so (i.e., Does it make sense to terminate 50 employees when the university is consistently generating a cash surplus?), CSU-Pueblo must terminate 50 employees. I encourage anyone who is concerned or has questions about the Chancellor's termination directive to attend that meeting.

Between now and January 17, if you wish to share your views on President Dimare's and Chancellor Wright's plans to terminate 50 people, I have provided contact information for decision-makers who could benefit from student input:

CSU-Pueblo President Lesley DiMare, [lesley.dimare@colostate-pueblo.edu](mailto:lesley.dimare@colostate-pueblo.edu)

CSU Chancellor Micael Martin, [chancellor@colostate.edu](mailto:chancellor@colostate.edu)

CSU Board of Governors, [csus\\_board@mail.colostate.edu](mailto:csus_board@mail.colostate.edu).

Colorado Lt. Governor Joe Garcia, [www.colorado.gov/govhdir/requests/lg-correspondence.html](http://www.colorado.gov/govhdir/requests/lg-correspondence.html)

Sincerely,

Prof Tim

**Teufel, Sharon**

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**From:** CSUS Board  
**Sent:** Friday, January 03, 2014 9:04 AM  
**To:** linda vrooman  
**Subject:** RE: Bloomberg article on College Athletics

Good morning, Ms. Vrooman:

This acknowledges receipt of your email regarding the Bloomberg article on College Athletics. Your correspondence will be shared with the Board of Governors.

Thank you for your continuing interest in Colorado State University.

Sharon Teufel

Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

---

**From:** linda vrooman [<mailto:lqv61@icloud.com>]  
**Sent:** Saturday, December 28, 2013 11:21 PM  
**To:** CSUS Board  
**Subject:** Bloomberg article on College Athletics

Dear Members of the Board,

Below is a link to a recent Bloomberg article that I found quite timely in light of the controversy surrounding the proposed new stadium at CSU in Fort Collins.

<http://www.bloomberg.com/news/2013-12-27/colleges-athletics-arms-race-is-for-losers.html>

Thank you, again, for your time. And Happy New Year.

Linda Vrooman  
Fort Collins, CO



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Illustration by Andy Rementer

With the college football bowls under way, all most of us will care about are the winners. But as a nation purporting to care about the costs of higher education, we should pay far more attention to the many losers.

Thanks to a newly available database, we can grasp the ugly truth: Universities are increasing their spending on intercollegiate sports exponentially, far faster than they are investing resources in teaching and research, and at rates that force higher institutional subsidies, usually paid by students.

The trove of information comes from the **Knicht Commission on Intercollegiate Athletics**, a group dominated by past and present university presidents and committed to "restoring the balance" of costs and benefits to college sports.

Consider this eye-popping figure: Among the more than 100 top athletic powers (the football bowl subdivision), which

enroll more than 3 million students, inflation-adjusted academic spending per student rose a modest 8 percent from 2005 to 2011. Meanwhile, "athletic spending per athlete" rose by more than 38 percent. (This is based on the 90 schools for which data were available.) At the same time, university subsidies -- "institutional funding for athletics per athlete" -- expanded on average by an extraordinary 51 percent, despite rising television and ticket revenue. Commercial receipts covered only 74 cents of each extra dollar of costs incurred in this athletics arms race.

In 2011, median academic spending per student at these schools was \$13,736, while athletic spending per athlete was seven times as much -- \$96,948. Some of the highest-spending teams (such as No. 2-ranked **Auburn University**, which spent more than \$212,000 per athlete) obtain large revenue from television, tickets, concessions and branding, so they can claim their investment has paid off.

But the cost-benefit balance doesn't look the same at, say, **Rutgers University**, where spending per athlete more than doubled from 2005 to 2011, and inflation-adjusted academic spending was flat. Or at my school, Ohio University, where inflation-adjusted academic spending per student fell about 6 percent, while inflation-adjusted spending per athlete rose 77 percent. At Rutgers, commercial revenue (ticket sales, television, concessions and so on) paid only 53 percent of total athletics costs, and much less -- 15 percent -- at Ohio University. ("Athletics costs" includes sports such as swimming, wrestling and cross country, as well as the big revenue programs football and basketball.)

Schools spend more for two reasons. First, they calculate that athletic spending will lead to more victories, and with that more revenue. Second, they gamble that the spending will improve national name recognition and enhance student admissions demand, improving the school's reputation. In reality, neither occurs often.

Thus the 134 percent increase in spending per athlete at **Florida International University** wasn't followed by much revenue. Athletic subsidies per athlete roughly doubled and the school accumulated more than \$30 million in debt incurred to build new athletic facilities. FIU's national reputation, as measured by national rankings, remains negligible.

Worse, some schools that invest substantially in intercollegiate athletics suffer declines in their reputations. Ohio University was ranked 98th by **U.S. News & World Report** in 2005. Despite some moderate athletic success, however, it fell 26 spots to No. 124 by 2011 (and has fallen even more since). Rutgers, ranked 58th in 2005, now ranks 69th.

It isn't just reputation we should care about. Take the case of **Boise State University**, which has embraced the mantra of spending on ball-throwing contests as a path to greatness. In athletic terms, this has been a success. Yet the university's six-year graduation rate is an extraordinarily low 29 percent, about half that (56 percent) of its less athletically obsessed state rival, the **University of Idaho**. Boise State, where 28 percent of athletics costs are financed by institutional subsidies, spent a lowly \$9,134 on instructional spending per student in 2011, and spent \$172,415 -- 19 times as much -- on "football spending per scholarship football student."

Of course, academic reputation and athletics can go hand in hand. The University of **Notre Dame** is a top school, and its distinction has been enhanced by a long-term record of athletic excellence. **Ohio State University** is so successful athletically that the program is no drain on institutional finances, and the pursuit of athletic excellence has led to some academic success, as its rankings have risen somewhat. The same is roughly true for the **University of Texas** and the University of **Southern California**. But the sales pitch that spending more on coaches' salaries and stadiums, among other sports subsidies, is a relatively risk-free way of improving academic achievement and reputation is a fantasy.

No school will unilaterally disarm, and the solution will probably have to be imposed from outside. Although everyone complains about higher education costs, politicians have been timid in proposing ways to limit the mania for sports. Yet state governments could limit the proportion of their subsidies to public universities that could be devoted to athletics (to, say, 3 percent). Federal income tax deductions could be removed for private gifts for athletic facilities or operational support.

Good luck with this, you may say. Yes, such measures may be politically unfeasible. The students and **taxpayers** who subsidize the profligacy even though they don't benefit from it are no match for the powerful lobbies that support sports. But the next time you hear business and political leaders decry the costs of U.S. higher education and shaky academic standards, remember: That touchdown wasn't free.



(Richard Vedder directs the Center for College Affordability and Productivity, teaches economics at Ohio University and is an adjunct scholar at the [American Enterprise Institute](#).)

To contact the writer of this article: Richard Vedder at [vedder@ohio.edu](mailto:vedder@ohio.edu).

To contact the editor responsible for this article: Katy Roberts at [kroberts29@bloomberg.net](mailto:kroberts29@bloomberg.net).

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**Teufel, Sharon**

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**From:** CSUS Board  
**Sent:** Wednesday, January 22, 2014 8:27 AM  
**To:** [ernest.doug@gmail.com](mailto:ernest.doug@gmail.com)  
**Subject:** RE: CSU financial health report

Good morning, Mr. Ernest:

This acknowledges receipt of your emails to the Board of Governors of the Colorado State University System regarding the Northern Colorado Business Report article. Your correspondence will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

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**From:** doug ernest [<mailto:ernest.doug@gmail.com>]  
**Sent:** Monday, January 06, 2014 1:17 PM  
**To:** Teufel, Sharon  
**Subject:** CSU financial health report

Dear Ms. Teufel:

This is a follow-up to an article from the "Northern Colorado Business Report" I forwarded to you a bit ago. The article discusses concerns with financial health at CSU. Can you forward the article to the Board of Governors? Since the article first appeared on December 26 I haven't seen a corresponding article in the "Coloradoan" newspaper, nor has there been much response from CSU.

As a retiree from CSU I am of course concerned about the financial health of the institution and I believe other retirees would be also. The JBC report referenced in the article is most striking in the fact that it gives an index figure for CSU below similar figures for CU, Metro State –CU, and the School of Mines. It is of course possible that no problem actually exists, but I would be appreciative if the Board of Governors could provide me with a response with more detail than appears in the article.

Thank you so much for your time,  
Doug Ernest

--

Doug Ernest  
[ernest.doug@gmail.com](mailto:ernest.doug@gmail.com)

**Teufel,Sharon**

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**From:** media@ncbr.com on behalf of Doug Ernest <media@ncbr.com>  
**Sent:** Monday, January 06, 2014 1:16 PM  
**To:** Teufel,Sharon  
**Subject:** Report: CSU, UNC had 'weak' financial health

I think this might interest you.

Link to the story: [NCBR.com/article/20131226/NEWS/131229949](http://NCBR.com/article/20131226/NEWS/131229949)

Dear Ms Teufel:

This article from the Northern Colorado Business Report is pertinent to a separate explanatory message I will be sending you momentarily.

Thank you,  
Doug Ernest

Best regards  
Doug Ernest

# Northern Colorado BUSINESS REPORT

## Report: CSU, UNC had 'weak' financial health

By Steve Lynn December 26, 2013

Colorado State University and the University of Northern Colorado had "weak financial health" during fiscal 2011 to 2012, according to a new report to the legislative Joint Budget Committee.

The universities scored below "moderate financial health" based on an assessment done by state Joint Budget Committee staff members. The report examined publicly funded universities using a financial analysis index with a 10-point scale.

Universities scoring a 1 have very little financial health, according to the scale. Institutions scoring a 3 have a relatively stronger position, while universities with a 10 have the strongest financial situation.

CSU scored a 2.6 while UNC scored a 2.0, according to the report. The report used institutions' financial statements to measure resources, debt and performance.

The report came as CSU saw funding cuts from the state of Colorado and as the university invested in improvements to its facilities, said Rich Schweigert, chief financial officer of the CSU system. He noted that an analysis should cover a number of years and use a variety of indices to assess a university's overall financial health.

UNC officials have used the index as a tool for budgeting and financial planning as well as during presentations at UNC trustees' meetings, reads a statement issued by the university.

The index, however, provides a "snapshot" financial reference for a particular point-in-time and does not include UNC's strategic plans, goals and priorities, according to the statement.

"Therefore, it's not appropriate to use the (index) for drawing conclusions about whether we're delivering on our mission or have the financial capacity to continue supporting student success in a dynamic environment," the statement reads.

The report focuses on the financial struggles of two institutions, Adams State University and Western State Colorado University, which scored below "0," or -0.3 and -1.3, respectively.

"Both institutions are highly leveraged," the report states.

The University of Colorado scored a 3.6; Colorado School of Mines a 4.3; Fort Lewis College, 1.8; Metropolitan State University of Denver, 3.7; and Colorado Community College System, 5.9.

The report comes amid a proposal by Gov. John Hickenlooper to raise higher education funding by 15.5 percent, or \$101.8 million, if universities agree not to increase tuition by more than 6 percent. The increase would restore inflation-adjusted higher education funding to the level of the mid-2000s, according to a legislative report.



*Alvin D. Rivera, Ph.D.*

---

10 Sepúlveda Dr.  
Pueblo, CO 81005

(719) 566-0069  
[AlvinRivera922@gmail.com](mailto:AlvinRivera922@gmail.com)

January 7, 2014

Michael V. Martin, Ph.D.  
Chancellor, Colorado State University System  
410 17<sup>th</sup> Street, Suite 2440  
Denver, Colorado 80202

Dorothy Horrell, Ph.D.  
President, CSU-Board of Governors  
410 17<sup>th</sup> Street, Suite 2440  
Denver, Colorado 80202

**ATTN: Ms. Melanie Geary**

**ATTN: Ms. Sharon Teufel**

Dear Chancellor Martin & President Horrell,

President Horrell, at the Board of Governors meeting December 3, 2013, you asked fellow board members for input on topics for discussion at the February board meeting. I have a suggestion.

As an alumnus of CSU-Ft. Collins and the University of Colorado-Boulder, I often interact with the foundations in both universities. Grateful for all the benefits I have enjoyed throughout my lifetime from the education I received, I have frequently made modest contributions to both schools.

The relevance of this concern is that perhaps the CSU System may wish to consider bringing in the CSU Foundation under the direct supervision of the CSU System proper—meaning all legal authority is under the CSU System, and dissolve any current independent federal 504 Foundation authority to collect money for the university. This may be a way to resolve the issue I brought to your attention of not having Hispanics on the CSU-Pueblo Foundation Board of Trustees. Given the current structure, the CSU System is unable to compel the Foundation, to change the CSU-Pueblo Foundation policy. I believe the CSU-Pueblo Foundation policies are clear violations of federal and state of Colorado Civil Rights policies.

In fact, at the University of Colorado (CU), under the leadership of President Bruce Benson, did precisely that over the past year. No doubt, it will result in a more effective and efficient system of fund-raising and improved alumni services. As I understand it, the CU Foundation is no longer independent and it is now working within the CU organizational structure.

Even so, I personally have not encountered any problems with making contributions to the CSU-Ft. Collins Foundation. In fact, I am enclosing two thank you letters I have received from the various department heads for my contributions. Honestly, they brought tears to my eyes because of the gratefulness shown. I am encouraged to do more ... and I will! ... (checks enclosed).

Still, I think something needs to be done at the **CSU-Pueblo Campus to bring that Foundation directly under the authority of the CSU System.** It would be an excellent issue for discussion and it is very timely as well. Thank you.

Peace,

A handwritten signature in black ink, appearing to read "Alvin D. Rivera". The signature is fluid and cursive, with the first name "Alvin" written in a larger, more prominent script than the last name "Rivera".

Alvin D. Rivera, Ph.D.  
CSU Alumnus





Department of Sociology  
Fort Collins, CO 80523-1784  
(970) 491-6044  
FAX: (970) 491-2191  
sociology.colostate.edu

November 8, 2013

Mr. Alvin D. Rivera  
Mrs. Carol S. Rivera  
10 Sepulveda Drive  
Pueblo, CO 81005-2924

Dear Mr. and Mrs. Rivera,

On behalf of the Sociology faculty, staff, and students, I wish to express my warmest thanks for your continued support, making possible the enrichment of our scholarship programs. I realize that you could have directed this money to any number of worthwhile non-profit organizations. For making the choice you did, you have my gratitude.

Your assistance is both welcomed and needed. As you no doubt already know, instructional requirements continue to change at a phenomenal pace. Moreover, the demands for scholarships continue to increase. Your generous contribution of \$50.00 helps us meet these challenges.

If I can be of any assistance regarding questions about our programs or other activities, please feel free to contact me.

Again, you have my appreciation.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Carolan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michael Carolan  
Chair, Department of Sociology



College of Health and Human Sciences  
Office of the Dean  
217 L.L. Gibbons  
1501 Campus Delivery  
Fort Collins, CO 80523  
(970) 491-6331  
FAX: (970) 491-7839  
[www.chhs.colostate.edu](http://www.chhs.colostate.edu)

December 20, 2013

Mr. Alvin D. Rivera  
Mrs. Carol S. Rivera  
10 Sepulveda Drive  
Pueblo, CO 81005-2924

Dear Alvin and Carol,

Season's Greetings and Happy New Year! Thank you for your generous contribution in support of the School of Education fund in the School of Education at Colorado State University's College of Health and Human Sciences.

Like you, our students, faculty, and staff are showing that Rams give back in many ways, such as Cans around the Oval, CM Cares, Campus Corps, CSUnity, and so many more that you can read about on our website at [www.chhs.colostate.edu](http://www.chhs.colostate.edu). Opportunities like these make the CSU experience so much bigger than the classroom or laboratory. By giving back, we change lives, create meaningful leaders, and build strong communities.

We know that you are doing the same for the organizations that are meaningful to you and we're so appreciative to be on your list. Thank you for your donation, especially in light of the many important and deserving causes that surround us. Please know that we are committed to being good stewards of your contribution and take great pride in what your gifts empower in our College.

On behalf of our passionate faculty, motivated students, and creative staff, please accept our sincere thanks for all the ways you support our shared mission now and throughout the year. Together, we are part of something greater than ourselves.

With thanks,

Victoria Keller  
Associate Director of Development  
[victoria.keller@colostate.edu](mailto:victoria.keller@colostate.edu)  
970-491-7340

*Thank you so  
much for your support.*

P.S. The College of Applied Human Sciences is now the College of Health and Human Sciences. To learn more, visit [www.chhs.colostate.edu/namechange](http://www.chhs.colostate.edu/namechange).

ALVIN D RIVERA  
CAROL S RIVERA  
10 SEPULVEDA DR.  
PUEBLO, CO 81005

83-82/1011

1544

*Jan 7, 2013*

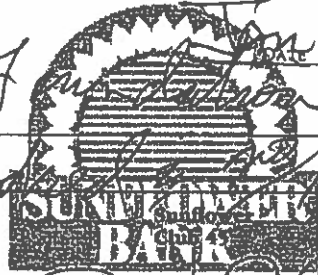
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*One hundred and 00/100*

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(888) 827-5564



MEMO

*Sending Dept. Al D Rivera*

⑆ 101100621⑆ 4500232254 ⑈ 1544

SPECIALTY LITHO

ALVIN D RIVERA  
CAROL S RIVERA  
10 SEPULVEDA DR.  
PUEBLO, CO 81005

83-82/1011

1543

*Jan 7, 2014*

PAY TO  
THE ORDER OF

*CSU of Pueblo*  
*College of Health & Human Services*  
*One hundred and 00/100*

\$100.00  
DOLLARS



1715 S. Pueblo Blvd.  
Pueblo, CO 81005-2103  
(888) 827-5564



MEMO

*School of Education Al D Rivera*

⑆ 101100621⑆ 4500232254 ⑈ 1543

SPECIALTY LITHO

**Teufel, Sharon**

---

**From:** tim.mcgettigan@gmail.com on behalf of Tim McGettigan <proftim@mail.com>  
**Sent:** Tuesday, January 14, 2014 4:34 PM  
**To:** Tuck, Sharon  
**Cc:** CSUS Board; coy.tuck@q.com  
**Subject:** Re: Chancellor Martin's Jan 6 Speech

Dear Sharon,

Outstanding. I am pleased and proud that you and I are on the same team.

Best,

Tim

--  
Timothy McGettigan, PhD  
Professor of Sociology  
Colorado State University - Pueblo  
Office Phone: 719-549-2416  
Email: [proftim@mail.com](mailto:proftim@mail.com)

On Tue, Jan 14, 2014 at 4:27 PM, Tuck, Sharon <[sharon.tuck@lmco.com](mailto:sharon.tuck@lmco.com)> wrote:

Hello Board of Governors,

Keeping you abreast to what is going on at CSU Pueblo.

I received this email that I have copied for your convenience, from my daughter, who is a full time student and athlete at CSU Pueblo.

My husband and I, along with a few other concerned people will be watching the 2 hour long video of Chancellor Martin's talk given on Jan 6, this evening.

Once we have watched it, I plan to contact you again with comments/concerns.

Thought you may not have seen it and should, since this is your college in which you are assigned.

The email below was sent to all CSU students by a professor, who I have decided not to share their name.

Sent: Jan 14, 2014

Subject: Chancellor Martin's Grand Plan to Quit Wasting Money on CSU-Pueblo Students

Dear CSU-Pueblo Students,

Welcome back. As I am sure many of you know, CSU-Pueblo has had a rather eventful winter break. It all began during fall finals week. Even though it broke their hearts to do so, President Lesley DiMare and Chancellor Michael Martin declared that CSU-Pueblo was experiencing a financial exigency (...well, not exactly...) and the university would be forced to fire 50 of its faculty and staff. Apparently, it was essential to make this announcement prior to Christmas because the President and Chancellor didn't want soon-to-be-fired employees frittering away their last few dollars on anything as frivolous as Christmas presents.

Out of the kindness of his heart, Chancellor Martin visited CSU-Pueblo on January 6, 2014 in order to explain

why it was so important to fire lots of CSU-Pueblo employees post haste. And, oh, what an enlightening discussion we had. (If you have the stomach for it, you can listen to the entire 2-hour discussion by clicking on this link: <https://www.youtube.com/watch?v=65n8GByluAY>)

According to Chancellor Martin, CSU-Pueblo is in a state of financial ruin (...well, not exactly...) because CSU-Pueblo has been engaged in the fiscally irresponsible practice of "spending money on CSU-Pueblo students." Like my grandma used to say, fools and their money are soon parted. You see, according to Chancellor Martin, CSU-Pueblo would be much better off if we were clever enough to begin diverting our precious financial resources to students in Denver.

I'll bet I know what you're thinking. You're saying to yourself, "How on earth is it going to help me, if I subsidize higher education for wealthy students in Denver?"

You see? That's exactly the kind of selfish, "me first" thinking that has gotten CSU-Pueblo into the kind of catastrophic financial mess (...well, not exactly...) that it's currently in. CSU-Pueblo has got to get with the program. Luckily, CSU-Pueblo has a leader like Chancellor Martin who is brave and smart enough to see the truth for what it is (If your stomach is not strong enough for the whole 2-hour recording, a kindly soul has spliced together a two-minute highlight reel of Chancellor Martin's pearls of wisdom at the following link, <http://vimeo.com/84048046>). According to Chancellor Martin, here's what CSU-Pueblo must do to dig itself out of the ugly mess it's in and achieve its grandest and most glorious aspirations:

1. Quit wasting money on CSU-Pueblo students. They are losers who live in a worthless corner of Colorado.
2. Divert money that would otherwise be wasted on CSU-Pueblo students to Chancellor Martin's brainchild, CSU-Denver.
3. Subsidize higher education for wealthier, more populous and (let's face it) altogether superior students in Denver.
4. Since CSU-Pueblo students are going to fail anyway, they won't really miss out on the educational opportunities that their brainier CSU System administrators are stealing from them. Anyway, CSU-Pueblo-types are going to be much happier working for minimum wage at McDonald's than in professions that (let's face it) would overtax their limited mental faculties.

So there it is. The future in a nutshell. Chancellor Martin is committed to transferring educational resources that would be wasted on CSU-Pueblo students to create more and better educational opportunities for rich kids in Denver who can (let's face it) make better use of them. Why didn't we think of this sooner? I guess Chancellor Martin is right. The people at CSU-Pueblo are just too stupid to know what's really best for us.

Isn't it great that we have inspired leaders in the CSU System who are smart and courageous enough to look after CSU-Pueblo's better interests?

Oh, by the way, Chancellor Martin will be returning to CSU-Pueblo on Friday, January 17 at 3pm to deliver a stirring address about his glorious plan to improve CSU-Pueblo. I hope you will plan to be on hand to give Chancellor Martin, CSU-Pueblo's triumphant returning hero, the kind of southern Colorado welcome that he so richly deserves.

Sincerely,  
Sharon Tuck  
Lockheed Martin  
AEHF Engineering Support  
NEW PHONE [719-474-8825](tel:719-474-8825)  
[sharon.tuck@lmco.com](mailto:sharon.tuck@lmco.com)

**Teufel, Sharon**

---

**From:** Kathleen Sander <kathy@sander-olhoeft.com>  
**Sent:** Wednesday, January 22, 2014 9:08 AM  
**To:** CSUS Board  
**Subject:** Re: CSU differential tuition -- END OF MIDDLE CLASS COLLEGE EDUCATION -- DAMAGE TO STUDENTS

Dear Ms. Teufel,

Thank you for your reply and acknowledgement. I really do appreciate the courtesy.

I would like to apologize for my strong language, but the sentiments remain intact.

kindest regards,  
Kathleen Sander

On Jan 22, 2014, at 8:26 AM, CSUS Board wrote:

> Good morning, Mrs. Sander:

>

> This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the issue of differential tuition at CSU. Your correspondence will be shared with the Board of Governors.

>

> Thank you for your interest in Colorado State University.

>

> Sincerely,

>

> Sharon Teufel

> Office of the Board of Governors

> Colorado State University System

> 410 17th Street, Ste. 2440

> Denver, CO 80202

> 303-534-6290

>

> -----Original Message-----

> From: Kathleen Sander [<mailto:kathy@sander-olhoeft.com>]

> Sent: Thursday, January 16, 2014 3:11 PM

> To: CSUS Board; [jeanne.breiner.colostate.edu@at4mhob07.myregisteredite.com](mailto:jeanne.breiner.colostate.edu@at4mhob07.myregisteredite.com)

> Subject: CSU differential tuition -- END OF MIDDLE CLASS COLLEGE EDUCATION -- DAMAGE TO STUDENTS

>

> To ALL the voting members of CSU board of governors and the provost:

>

> With regard to the NEW assessment of the DIFFERENTIAL TUITION, this should be a violation of student contract!!!! THIS NEW AND SECRETIVE SET OF TUITION INCREASES holds hostage without guarantee of employment any student after a set number of hours, regardless of their potential employment and without prior notification of said increase. SHAME ON YOU for damaging Colorado university education like this.

>

- > You have NO RIGHT TO ASSESS another 20-25% tuition rate hike for "junior and senior" student. unless you are trying to mess with them.. If anything this should be the opposite, you should be held to the tuition charged freshman year. This is equivalent to holding a student and their parents hostage!!!!
- > I guess you are supporting private schools by this. AND I GUESS you are trying to END MIDDLE CLASS COLLEGE EDUCATION IN CO!!!!
- >
- > WHO'S IDEA was this???? There was NO indication of this when we started looking into CSU as a school!
- >
- > I want YOU to know that CO School of Mines has a BETTER ROI THAN CSU AND THE COST IS LESS OVERALL when taken into account fees..... etc. Also consider that it is cheaper to transfer out and send the student to another college or university and spend ANOTHER YEAR THERE than to stay at CSU.
- >
- > What do you think you are doing????
- > 9% tuition increase overall and in our daughter's case another 23% increase for going from a sophomore which she is -- to a "junior".
- > I assure you she will not continue her career path at CSU despite being a CSU ambassador for the AG Dept.
- >
- > Her father (a professor emeritus) and I both (working scientists) had research projects with CSU Geology dept in the 1990's and we are sad to hear of the disintegration of your school. Fight with the legislature, but DO NOT SCREW WITH THE STUDENTS!!! I expected the 9% but additional 23% is TOO FAR!!!
- >
- > I hope the the press and legislature take heed of this and act about this outrageous insult to the COLORADO public and higher education.
- >
- > with outrage and dismay,
- > kathleen sander
- >
- >
- >
- >

**Teufel, Sharon**

---

**From:** CSUS Board  
**Sent:** Monday, January 27, 2014 11:29 AM  
**To:** Joseph Gutierrez  
**Subject:** RE:

Good morning, Mr. Gutierrez:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the issue of budget cuts at Colorado State University-Pueblo. Your correspondence will be shared with the Board of Governors.

Sincerely,

Sharon Teufel

Sharon Teufel  
Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

Notice: This email (including attachments) is protected by the Electronic Communications Privacy Act, 18 USC 2510-25221. It is confidential and may be legally privileged. If you are not the intended recipient, you are hereby notified that any retention, dissemination, distribution, or copying of this communication is strictly prohibited.

**From:** Joseph Gutierrez [<mailto:joeker2013@gmail.com>]  
**Sent:** Thursday, January 23, 2014 3:46 PM  
**To:** [governor.hickenlooper@state.co.us](mailto:governor.hickenlooper@state.co.us); [Itgovernor.garcia@state.co.us](mailto:Itgovernor.garcia@state.co.us); [larry.crowder.senate@state.co.us](mailto:larry.crowder.senate@state.co.us); [leroy.garcia.house@state.co.us](mailto:leroy.garcia.house@state.co.us); [george.rivera.senate@state.co.us](mailto:george.rivera.senate@state.co.us); [edvigil1@gmail.com](mailto:edvigil1@gmail.com); [claricenavarrazlaff@gmail.com](mailto:claricenavarrazlaff@gmail.com); [chancellor@colostate.edu](mailto:chancellor@colostate.edu); CSUS Board  
**Subject:**

I urge you to reconsider the decision to impose a \$3 million budget cut on CSU-pueblo. Now is not the time to be weakening CSU-Pueblo, but strengthening it. Now is not the time to be cutting jobs, but creating them. Our state cannot afford that negative economic impact on southern Colorado and evidence is coming to light that these are not necessary. Chancellor martins of CSU metro Denver is not an opportunity for CSU-pueblo to expand and it is harmful to our community. Putting profits over people does not protect our mission and vital roles CSU-pueblo plays in this region. The University of Southern Colorado joined the CSU system in order to gain benefits of working with CSU-FC – and to bring benefits to Ft. Collins (which we have) – but not to lose authority and control to an organization in Denver.

Hello my name is Joseph Gutierrez and I am a freshman at CSU-Pueblo who is majoring in Mass communication, Spanish and minoring in Chicano Studies. I left a small town where I did hard labor picking potatoes. All my older coworkers' where urging me to get an education and leave the potato fields. That is when I decided to come to Pueblo and learn. I meet wonderful staff that new what hard labor was. They keep on helping me when I doubt myself. If you make these cuts the professors and staff that help me will be the ones that will be impacted. Thank you





## **COLORADO GENERAL ASSEMBLY**

**STATE CAPITOL  
200 E. COLFAX AVE.  
DENVER, CO 80203**

Jan. 14, 2014

Dr. Michael Martin, Chancellor  
Colorado State University System  
410 17<sup>th</sup> St., Suite 2440  
Denver, CO 80202

Dear Chancellor Martin:

We are writing to you with grave concerns about the proposed budget cuts impacting Colorado State University-Pueblo. This issue is of huge importance to us as legislators representing Pueblo and Southern Colorado.

We are deeply troubled that the CSU system is contemplating the layoff of as many as 50 professors and other staffers at CSU-Pueblo while staffing at CSU-Fort Collins remains intact. We are confused by a budget cut of more than \$3 million at CSU-Pueblo even while an additional \$100 million for Colorado's public colleges and universities is about to enter the legislative pipeline.

Our community was under the impression, because we were promised, that joining the CSU system would protect CSU-Pueblo from dramatic shifts, and that a larger university system would provide collective institutional protection. This does not seem to be the case today.

This affects not just CSU-Pueblo, but Pueblo County and Southern Colorado as a whole. CSU-Pueblo is a vital part of the Pueblo community, providing a trained workforce and other synergies for employers in the region. Nearly 5,400 students from across the region attend the school.

We also note that CSU-Pueblo is a federally recognized Hispanic Serving Institution and has a proven track record of serving Hispanic and at-risk students.

Northern Colorado has numerous options for students seeking a four-year or advanced degree. South of Colorado Springs, CSU-Pueblo stands alone.

Cutbacks at CSU-Pueblo undermine the model of excellence it has worked hard to create. Then school is using innovative ideas to increase enrollment numbers, including an expanded athletic department and the On the Move campaign. All this effort will be undone if students turn away from a university with a low budget and a minimal staff and, despite the additional travel time and expense, enroll at other schools.

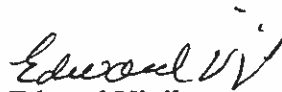
Now is not the time to be weakening CSU-Pueblo, but strengthening it. Now is not the time to be cutting jobs, but creating them.

For all these reasons, we urge you to reconsider the decision to cut Colorado State University-Pueblo's budget, seek community input on more equitable ways for CSU-Pueblo and CSU-Fort Collins to share the burden across the system, and consider the impact of CSU-Pueblo on the current and future economic vitality of Pueblo County.

Sincerely,



Leroy Garcia  
State Representative  
House District 46



Edward Vigil  
State Representative  
House District 62

CC: The Honorable John Hickenlooper  
The Honorable Joe Garcia  
The Honorable Crisanta Duran  
The Honorable Pat Steadman  
The Honorable Jenise May  
The Honorable Mary Hodge  
The Honorable Cheri Gerou  
The Honorable Ken Lambert  
Board Member Dorothy Horrell  
Board Member William E. Mosher  
Board Member Dennis E. Flores  
Board Member Scott C. Johnson  
Board Member Mark A. Gustafson

Board Member Mary Lou Makepeace  
Board Member Joseph C. Zimlich  
Board Member Ed J. Haselden  
Board Member Demetri E. "Rico" Munn

January 21, 2014

Board of Governors  
Colorado State University

Re: Articles relating to Fort Collins campus football stadium

Dear Governors,

As promised, we are sending you a small, carefully selected set of articles related to the proposal to build an on-campus stadium at CSU-Fort Collins. We hope that you will read them and store them in the binder that we gave you at your regular meeting in December.

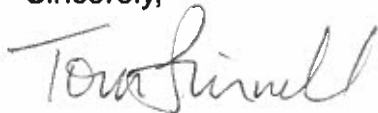
Please note that of the 12 articles in this packet, only 3 are from members of the SOSH group. The majority are from other citizens, local journalists or national sources.

The issue of the stadium proposal remains divisive and highly energized in the CSU community. We only hope to keep you moderately informed as to reactions--both pro and con--among the citizens of Fort Collins and around the state.

We look forward to continuing to forward information as it becomes available.

Thank you for all of your hard work.

Sincerely,

A handwritten signature in cursive script that reads "Tom Linnell".

Tom Linnell, for SOSH  
970-988-9954  
at.linnell@gmail.com

# Broncos prove fans support game, just not at college level

Every year I hear the same refrain: People in Colorado want to participate in sports on their fall weekends, not sit around and watch others participate. That's why, I'm told, fans won't come out to Hughes Stadium to

watch the CSU football team play and why even the University of Colorado, which averaged more than twice as many fans for its home games this fall as Colorado State University, still had an average of 15,000 empty seats at Folsom Field on game days.

Nice try. But that's only half the story. Fans in Colorado, and even many of the surrounding states, have no trouble planning their weekends around watching the Denver Broncos play on Sundays.

Lift lines disappear at most of the state's ski areas as soon as the games start, traffic is light throughout the state, parks that were crowded a few hours earlier

empty out and restaurants without TVs might as well lock their doors and shut down for a few hours. The entire region, it seems, is focused on the Broncos.

It's not just perception, either. It's a proven fact.

The Broncos have sold out every game they've played in Denver since joining the NFL in 1970 as part of the league's merger with the AFL, the league the Broncos got their start in a decade earlier. For 44 seasons, they've filled every seat at the two Mile High Stadiums that they've called home.

And not just in the good years, but even in the bad. During a strike-shortened 2-7 season in 1982, the Broncos still filled every seat,

drawing an average of more than 75,000 fans.

Most Broncos fans, of course, can't get to the games in person or can't afford the tickets that are sometimes available. That doesn't deter them from watching, though.

The average television rating for Broncos' home games in the Denver market, which includes Fort Collins, was 43.5 this season, according to a story published Tuesday by the Sports Business Journal. That means 43.5 percent of the televisions that were in use at the time were tuned into the Broncos' game against whoever they were playing.

See LYELL, Page D3

Coloradoan 1/14/2014

## Lyell

Continued from Page D1  
That was better, even than the 42.9 rating for the Gilbert Bay Packers, whose fans' loyalty to their team is legendary, and second only in the NFL to the New Orleans Saints and their 52.0 rating.

And remember, those sits at the way few fans show up at the game aren't

were the regular-season ratings. Sunday's division playoff game between the San Diego Chargers and Broncos had an 81.4 rating in the Denver market, according to The Denver Post.

So don't keep telling me that people in Colorado can't take a few hours out of their fall weekends to watch a football game. They do the very weekend.

They're just not willing to spend their entire week-end watching football. So they get their other activities out of the way on Saturdays so they can cheer on the Broncos on Sundays.

It's been that way for 44 years now.

While college football is king in other parts of the country, notably the deep South and upper Midwest, the Broncos rule here. And that's not likely to change

anytime soon, no matter what CSU and the other local college programs do.

Sports reporter Kelly Lyell can be reached by e-mail at KellyLyell@coloradoan.com.

Follow her at Twitter.com/KellyLyell and Facebook.com/KellyLyell, news and listen to him talk CSU sports at 11:35 a.m. each Thursday on KFFA (AM 1310) radio.

mq21.8 - mq2

mq21.8 - mq2

Coloradoan  
7/17/2013

TOM LINNELL  
SOAPBOX: ON CSU STADIUM

## Most important question remains unanswered: 'At what cost?'



It's time to take stock of the debate about the proposed new stadium at CSU. Let's clear the table of the scrap material, acknowledge the essential points and look for common ground.

Begin with the paper "Athletics — Why, and At What Cost?" that President Tony Frank wrote in December 2011. Frank deserves respect for his candor about the debatable issues in intercollegiate athletics, and for his enviable command of the essential questions.

In fact, the title of Frank's paper foreshadowed the one question that certainly remains on the table, 19 months later.

Put aside the "why" question. Though some critics still want to debate it, athletics clearly are as valid a part of education as anything else at CSU and arguably hold special importance for its reputation, alumni loyalty and student recruitment. (Whether a new stadium is essential seems less clear.)

Related concerns, for better or worse, should also probably be put off the table. Too few neighbors have spoken out about property values or safety; City Council apparently believes that pollution, traffic and parking issues can be "mitigated"; students and their parents have shown little interest in confronting the potential rise in tuition or the loss of space on campus.

The question that stubbornly refuses to go away is "At what cost?"

Even cost could be dismissed if CSU were a private entity. But, because CSU is supported by taxes, it does matter. Frank said, "It's reasonable to say we spend \$14.4 million of public funds ... on athletics. That's a lot of money that could be used for other things."

It may be about to become an even bigger amount of money.

Cost became a top concern when CSU asked its Board of Governors to approve borrowing \$125 million to build the stadium. Consultants told CSU that this debt could be repaid through ticket sales, merchandising, naming rights and TV revenues.

Accordingly, Frank promised that no public money — taxes or student tuition or fees — would ever be used.

Taxpayers need to know that there are legitimate doubts about the wisdom of that promise. The facts are:

» Three independent economists reviewed the stadium proposal and publicly questioned whether stadium revenue would be sufficient to service the debt. (News of serious lawsuits against the NCAA, which caused Moody's Investors Service to downgrade the NCAA to "negative," call future financing of sports into further question.)

» Local support for football is weak. Frank wrote, "Where we really fall behind are in ticket sales and game day revenues, royalties and licensing, TV distributions and private fund raising." Fans who grew up elsewhere often remark, "This is not a football town." (CSU says support would grow with a winning team, citing good attendance in the Sonny Lubick era, but can CSU sustain the necessary level of fan support?)

» No one has published the costs of city infrastructure to support a stadium — likely to be more than \$25 million. This will either mean more debt for the city or additional borrowing for the university, with uncertain returns on the investment.

All other issues aside, the financing of the stadium raises many unanswered questions. This is the common ground for citizens, legislators, council and the board of governors to examine now, before decisions are made.

Tom Linnell is a Fort Collins resident.

# Opinion

## Imagine what Prospect would look like if stadium gets go-ahead

Warning: Stay off Prospect Road in rush hour, especially with snow on the ground. Recently, I chose (to travel on) Prospect to go from Shields Street to College Avenue. Cars crept along so slowly — it must have taken 10 minutes to travel 1 mile.

Sitting at the intersection of West Prospect and South Whitcomb Street, I reflected on how stalled traffic could become a familiar sight, should Frank Field become a reality.

Prospect Road was not laid out by the great Franklin Avery, whose broad streets — Mulberry Street, for example — were wide enough to turn a team of four horses pulling a wagon. Prospect was a dirt road until 1967 and then two lanes until 1986. Clearly it can't be widened farther; 30,000 cars travel on it on weekdays.

Imagine game day at an on-campus stadium, many hundreds of cars converging on South Whitcomb — ground zero. To add some zest, the indifferent Burlington Northern decides to run a freight train slowly across Prospect. Cars may be backed up to Interstate 25. I am not sure how this would affect buses.

There is one saving grace for affected neighbors: Invest in a pedicab or rickshaw. Then rent out premium driveway space and transport clients to Frank Field, scooting between gridlocked traffic. I suspect some VIP guests will arrive into a heliport for their skybox seating. Perhaps some will parasail in. Proposed parking looks a bit skimpy per artist renditions.

Or everyone can park at the easily accessible Hughes Stadium lot, tailgate there, ride a \$840,000 MAX bus over to the new field and then reverse the process after the game.

1/1/2014

Harland Ranney

## LETTERS

1/1/2014

### Facebook comments on stadium bring out worst in people

I know you have tried to encourage civil discourse by moving the comments section to Facebook, but from my observations, this attempt has failed... at least where the contentious on-campus CSU stadium debate is concerned.

There are numerous people posting as avatars with no name attached. These people and others who are willing to be vicious with their own name attached have made a reasonable discussion of ideas impossible. I have watched people offer reasonable comments only to be slandered, ridiculed, accused of lying and belittled. I personally dropped out of Facebook altogether because of the tone of these comments.

If someone at the Coloradoan can't step in and moderate this in some way, it is doing a disservice to this community to even continue with online comments. It is a savage and shameful exhibit of human behavior.

Rosanne Cochrane, Fort Collins

LETTERS 12/31/2013

### Soapbox writer needs to disclose conflicts of interest

Buck Hammond's soapbox to Rep. Jared Polis ("An open letter to Jared Polis on the illegal fracking ban," Dec. 20) did not mention that he was employed by Halliburton. Former Vice President Dick Cheney arranged the Halliburton Loophole, which exempts the oil and gas companies from the Clean Air and Clean Water acts.

"Fracking" pushes under high pressure water laced with about 600 caustic chemicals strong enough to disintegrate shale rocks. "Spent" water cannot be cleaned for drinking, and only 20 percent returns to the surface, leaving the rest to travel underground to aquifers and causing earth tremors.

"The Pennsylvania Supreme Court today declared unconstitutional major provisions of the state's Marcellus Shale drilling law, Act 13, including one that allowed gas companies to drill anywhere, overriding local zoning laws.

"The court's decision, on a 4-2 vote, also sent back to Commonwealth Court challenges by townships and individuals to the Act 13 provisions that would have prevented doctors from telling patients about health impacts related to shale gas development.

"In the comments ... the ruling is thanks largely to a special provision in Pennsylvania's Constitution that guarantees all residents the right to clean air and pure water ... said provision, enacted in 1971:

"The people have a right to clean air, pure water, and to the preservation of the natural, scenic, historic and esthetic values of the environment. Pennsylvania's public natural resources are the common property of all the people, including generations yet to come. As trustee of these resources, the Commonwealth shall conserve and maintain them for the benefit of all the people."

Colorado?

**Dolores L. Williams,  
Fort Collins**

### If wins equal more students, then spend money on housing

The Coloradoan tells us that at the University of Colorado, applications are up 23 percent so far in 2013. As the state's university presidents, athletic directors and football coaches have been telling us that winning football teams increase student demand for admission, I am confused. Given that CU had a record of 4 wins and 8 losses, I would expect demand to be down substantially. But facts are facts; apparently each win is worth an increase in applications of 5.75 percent per win.

That being said, it must then be expected that Colorado State, with a record of seven wins and six losses, will be looking at an increase of applications of at least 40 percent. With that much student demand, it is obvious that the best idea would be to keep the current athletic facilities and instead of a new stadium spend the same amount on new student housing that is going to be required to house all these new students the football program will be bringing in.

12/22/2013 **Barry Hehn, Fort Collins**

### Stadium plan may have spurred low attendance at football games

The Coloradoan recently reported: "Few fans have traveled to Hughes Stadium to watch the CSU football team this season."

CSU football attendance has steadily declined since the introduction of the "Bold New Era" and the grandiose plans for an on-campus stadium.

And just the other day, the Coloradoan reported that Washington State sold twice as many tickets to the New Mexico Bowl. Keep in mind that Pullman, Wash., is 1,000 miles farther away from Albuquerque, N.M.

Could it be that the expected low turnout of CSU fans has something to do with the "proposed new stadium"?

Could the dismal crowds at Hughes Stadium this year and the lack of ticket sales for the bowl game be reflections of fans' lack of support for the proposed new stadium?

It's probably because fans just hate traveling the 3 miles to Hughes Stadium? Other than the view, the ease of tailgating parties and the easy parking, there is just the big A on the hill. What else does it offer?

Or could it be that fans who mostly are taxpaying citizens feel they have no vote in CSU's planned construction of a stadium right in the middle of their town?

And the only way they can "vote" or send a message to CSU's leadership is with a closed wallet.

After attending several past CSU bowl games and yearly cheering on the Rams at the MWC tournament, I've come to the end of the road. 12/22/2013

**John Menna, Fort Collins**

# CSU shouldn't fund football at expense of other athletes



A spokesperson for the CSU athletic department asserted that they are "as concerned about upholding the spirit and the letter of Title IX as the federal agency that enforces it and the students protected by it."

Jack Graham, when eliminating women's water polo this fall, "came in and explained to us that the team was being cut for financial reasons. He compared it to having skiing in Hawaii as a sport." However, according to the 2012-13 Equity in Athletics Disclosure Reports, or EADA, the athletic budget for CSU increased by more than \$2 million.

Female students comprise 52 percent of undergraduates, yet women's sports receive less than 30 percent of funding. Although Title IX is meant to ensure parity in scholarships, just 43 percent of scholarship aid went to female athletes. Women's teams get just 21 percent of the coaching budget. Of seven head coaches for women's sports, just two are female. Conveniently, \$8 million — or 25 percent of the athletic budget — is unallocated by sport or gender.

Graham commissioned an "internal audit" for the Office of Civil Rights on Title IX compliance. Unsurprisingly, this toothless report found progress and ignored the trends detailed in EADA, which illuminate glaring inequity and increasing disparities in spending and employment within the athletic department.

Inequities extend to men's sports with only four male scholarship sports: football, basketball, track and golf. A male, national-level swimmer, skier, cyclist, soccer player or wrestler from Fort Collins with stellar grades cannot hope to earn a full-ride athletic scholarship to CSU. Football (120 athletes) received \$11.2 million, an increase of \$2.5 million plus 10 football coaches for \$3 million. The combination of men's track and golf (130 athletes) gets 10 times less.

The athletic department has increasingly diverted money and resources into football — 45 percent

12/19/2013  
of the total athletic budget not including the practice field, the indoor practice facility or Hughes stadium. Nearly half the athletic budget comes from university subsidies and student fees. Total ticket sales are \$3.3 million with donations, naming rights and TV revenue are at \$10 million (USA Today NCAA Sports Database). Clearly, football is not paying for itself.

Now CSU is diverting 15 acres of prime academic land and hundreds of millions of dollars to build another football stadium shoehorned among the dorms. They will callously sacrifice campus life, the city and nearby neighborhoods to Graham's big dream.

The morphing landscape of reasons to build are not based on evidence, and many are unmeasurable or questionable in attribution — such as 3 miles is too far to drive; (football) school spirit, ignoring the abundant school spirit already at CSU; or bringing the football culture to campus and integrated into academics. How is it good to force football culture onto campus? Plus, football culture in the news could be perceived as negative.

Athletic donations bleed academic donations (Knight Commission). The target audience for visibility is suburban white males 18 to 29 years old (Gallup Poll). Females are 25 percent less likely than the general public to watch college football and international students don't. Increased applications after a winning season come from the lowest tier of students as measured by ACT scores (Andrew Zimbalist).

To promote football as a cash cow, spending millions each year, and building a new stadium for the small possibility that all-male football might someday pay for Title IX compliance sounds like gambling in Las Vegas. It also sounds like misogyny.

One athletic donor claimed theirs is a noble, feel-good cause to provide opportunities for needy young men. However, they are opting the CSU athletic department to provide their altruism and social welfare, sacrificing deserving student-athletes in the process.

This is a rejection of the spirit and intent of Title IX. It is an unfair allocation of money to pursue dreams of football glory at the expense of a well-rounded athletic department that benefits the most deserving student-athletes — female and male.

Deborah Shulman is a Bellvue resident.

## \$30M for Hughes would improve fan experience

The Dec. 7 article by Stephen Meyers, "Is CSU's Hughes Stadium worth renewing?" stated that approximately all \$30 million in Hughes maintenance costs will be used for fixing, patching and repairing the stadium.

The CSU administration stated, "It is important to note that such costs would do almost nothing to improve the overall quality of the experience at the facility ... " Sadly, this is just the latest CSU myth in circulation!

Using the CSU Hughes maintenance spreadsheet, I discovered that only about 29 percent of that \$30 million (\$8.6 million) is required to "fix, patch and repair" the stadium. More than \$14.9 million (50 percent) of the money will be used to make improvements that absolutely improve the fans' experience.

» Items that will enhance the fans' experience — 14.9 million (50 percent): new scoreboards, new seats, revitalized suites, landscaping, new sound system, new carpeting, parking lot lights, new kitchen facilities and revitalized restrooms.

» Basic repairs/patches and fixes — 8.6 million (29 percent): locker room upgrade, mechanical equipment, concrete repairs, new roofs, goal posts, drainage, elevators, boilers and electrical.

» Items that would easily transfer to a new stadium (not required for Hughes) — 1.2 million (4 percent): generators and security equipment.

» Items that appear to pad the maintenance needs — 4.9 million (16 percent): replacing the playing surface and gates/fences.

As you can see, the reporter simply accepted the CSU myth.

The myth of \$30 million required to maintain status quo at Hughes is unfounded and designed to sway readers toward building a new stadium.

Stephen Meyers, you need to be a myth buster, not a myth promoter.

Bob Vangermeersch,  
Fort Collins

12/19/2013



ANITA WRIGHT  
SOAPBOX: CSU STADIUM

12/9/2013

## New on-campus stadium would not benefit community or the economy



In response to communications from this community to the CSU Board of Governors, the governing board directed President Tony Frank on Oct. 3 to move into the design and development phase for the proposed on-campus stadium in order to address the tremendous concerns residents have regarding its many negative impacts. Although Frank is reluctant to expend additional resources toward this project at this time, an unbiased impact assessment based upon appropriate transportation models, parking/noise/light/emissions analyses, emergency access/safety studies, economic analysis, utilities/roads/infrastructure demands, and so forth, must be performed in order to arrive at a comprehensive understanding of the total costs this stadium would impose upon the community and CSU.

At the Oct. 8 City Council session, Frank did finally state that if this on-campus stadium were to be built, CSU would pick up its "fair share" of the costs necessary to mitigate the negative impacts. Although \$226.5 million is the current projection for a scaled-down version of the stadium (36,000 seats with a "standing-room-only" area for 4,000), the total cost to CSU, including roads/parking/safety improvements, predictable 40-plus percent cost overruns, etc., would probably be at least \$350 million to \$400 million. As CSU continues to grow along with the density of surrounding student housing, academic facilities and parking demands, some of these infrastructure improvements need to occur regardless of an on-campus stadium project. But why exacerbate problems in an already highly congested area with an unnecessary nuisance?

Some believe that building a stadium on the main campus will generate economic benefits for the community. In reality, this is simply not true. Except for bars within walking distance of the stadium or local contractors involved in building it, stadiums have a negative impact on revenues (on game days, potential customers cannot easily access businesses due to congestion and parking taken by game attendees). Those wishing to believe the "economic benefit" myth should challenge this thought by researching further.

The nation's top sports economist, Dr. Andrew Zimbalist, states "virtually all empirical research done on the economic impact of stadiums has uniformly found that there is no statistically significant positive correlation between sports facilities and economic development." Watch Dr. Zimbalist's Sept. 23 pro bono presentation to our community on "The Changing Economics of College Athletics and Football Stadiums" on [www.soshughes.org](http://www.soshughes.org). There is "no statistically significant evidence that college football games contribute positively to a host's economy." Sports economist Dr. Joel Maxcy states, "Numerous economic studies have shown the economic impact of a new stadium on the surrounding community to be negligible and even negative ... this is more pronounced when the stadium is simply a replacement for an already existing team."

An on-campus stadium is not the answer to CSU's financial problems. Despite CU's on-campus stadium, Pac-12 membership and new coach, their athletic budget is facing a \$5.6 million deficit due to low football game attendance.

Although support for an on-campus stadium exists, I find it hard to imagine, given the overwhelming opposition, cost to the community, great financial risk to CSU/students/taxpayers, and negative impacts on businesses, why anyone would want their name associated with this stadium. With millions of dollars needed to rebuild roads, bridges and homes destroyed by flooding, maybe Jack Graham, the catastrophic insurance salesman, could provide a more positive contribution to Northern Colorado than imposing a huge carbon footprint!

Anita Wright is a CSU alumna, retired CSU Budget Officer, has an ABD in environmental economics and is a Fort Collins resident.

### With McElwain's salary, why be anything but a coach?

12/17/2013  
Once again we see why America is lagging behind in world competitiveness in science and technology. Any young person reading the sports section last month will see immediately what career they should pursue in life if they really want to make big bucks. Science? Technology? Why work hard in school on a career that will pay only \$100,000 a year after years of hard work when I can coach a mediocre football team and make \$1.35 million a year?

Even when I get my science degree and manage to win a Nobel Prize in physics, I only get \$1.2 million, and I have to split that with anyone else who wins the same year, and it's only for one year. Not even a difficult choice. I'll become a coach and do something that really puts my country in the forefront worldwide.

David McKibbin, Fort Collins

## Graham has elevated CSU athletics to new heights

What an exciting time to be a CSU Ram fan! The volleyball team is the conference champion for the fifth straight year. The football team had a winning season with several players nationally recognized. Who hasn't heard about Kapri Bibbs' break-out season, rushing for more than 1,500 yards and 28 touchdowns? Garrett

12-8-2013

Grayson passed for more than 3,000 yards and set the single-season record at CSU.

Both Crockett Gillmore and Weston Richburg have accepted invitations to play in college all-star games. How about Shaquil Barrett, who is third in the nation with 12 sacks? The women's basketball team reminds me of the Becky Hammon years, and the men's basketball team electrifies Moby with its winning streaks. Cross country placed 26th nationally.

What do all these teams have in common? With the exception of Tom Hilbert, the coaches were all hired by Jack Graham, who has elevated these programs to new heights. His dream team of coaches Larry Eustachy, Jim McElwain, Ryan Williams, Art Siemers and Hilbert have recruited top-notch athletes.

If you aren't experiencing the excitement of athletics at CSU, you're missing out. It's time to celebrate the successes of these teams and coaches by watching their games.

As a teacher, I realized importance of having a principal and staff whom students respected and for whom they wanted to perform well. That applies to coaches and athletic directors as well. Both Gillmore and Richburg praised Graham during a recent interview. Athletes love him. Thanks, Jack, for your outstanding leadership of Ram athletics!

Jan Carpenter, Fort Collins

LETTERS

12-4-2013

## Building stadium dooms CSU if students choose not to attend

As a resident of Larimer County, and a prospective student at CSU, I am writing to express my concerns about the proposed new stadium. CSU has a perfectly good stadium and does not need to spend \$250 million for a new one. The money for the new stadium must come from their strong academic program, shifting the emphasis to athletics. The CSU stadium will destroy the university by causing students to choose another school.

The purpose of a university is to educate, and approving the plan for the stadium sends a clear signal that academics will take a back seat to athletics. The CSU administration is proving they care more about athletics than academics, which will fundamentally alter the personality of CSU. The money diverted to the stadium must come from more worthwhile projects, like building more classrooms or increasing faculty stipends.

It would be different if CSU did not have a perfectly good stadium, but since they do, it is fiscally irresponsible to spend \$250 million on this new stadium. I am genuinely concerned that my tuition will be dramatically increased to cover this new stadium.

Will I, as a CSU student, be faced with less capable professors because the current staff moves on to other universities that can pay more? If so, blame the quarter-billion dollars spent on the stadium. Will building maintenance suffer and the charm of the existing campus also diminish? Again, blame the new stadium. I urge you, CSU administration, to reconsider your position on the new stadium.

Chance Beyer, Fort Collins

**Teufel, Sharon**

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**From:** CSUS Board  
**Sent:** Monday, January 27, 2014 11:34 AM  
**To:** Carl Wangsvick  
**Subject:** RE: JBC hearings on CSU's financial health

Good morning, Mr. Wangsvick:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the JBC hearings. Your correspondence and the attachments will be shared with the Board of Governors.

Thank you for your continuing interest in Colorado State University.

Sincerely,

Sharon Teufel

Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

-----Original Message-----

**From:** Carl Wangsvick [<mailto:cwangsvi@yahoo.com>]  
**Sent:** Saturday, January 25, 2014 5:25 PM  
**To:** CSUS Board  
**Subject:** JBC hearings on CSU's financial health

Dear Governors:

In case you did not receive these, I am attaching four documents related to the JBC examination of financial health of Colorado's public institutions of higher education. The first document, Strategic Financial Analysis, is the source of the methodology for the rating system used to establish the ratings of health presented in the second document, 2014-14 Staff Budget Briefing. The third document is the JBC Hearing Agenda for Dec 12, 2013, and the fourth document is a Soapbox submitted to the Coloradoan regarding the financial weaknesses revealed by the budget briefing and the Board's approvals of capital construction projects recently.

I hope these are helpful.

Carl Wangsvick  
Fort Collins

# STRATEGIC FINANCIAL ANALYSIS FOR HIGHER EDUCATION

SIXTH EDITION



# **COLORADO GENERAL ASSEMBLY JOINT BUDGET COMMITTEE**



## **FY 2014-15 STAFF BUDGET BRIEFING DEPARTMENT OF HIGHER EDUCATION**

**JBC Working Document - Subject to Change  
Staff Recommendation Does Not Represent Committee Decision**

**Prepared By:  
Amanda Bickel, JBC Staff  
December 3, 2013**

For Further Information Contact:

Joint Budget Committee Staff  
200 E. 14th Avenue, 3rd Floor  
Denver, Colorado 80203  
Telephone: (303) 866-2061  
TDD: (303) 866-3472

**DEPARTMENT OF HIGHER EDUCATION  
FY 2014-15 JOINT BUDGET COMMITTEE HEARING AGENDA**

**Thursday, December 12, 2013  
9:00 am – 5:00 pm  
Legislative Services Building Hearing Room A**

**9:00-9:40 DEPARTMENT OF HIGHER EDUCATION**

*Questions Common To All Departments*

1. Please describe how the department responds to inquiries that are made to the department. How does the department ensure that all inquiries receive a timely and accurate response?

*The Department of Higher Education strives to provide excellent customer service in response to all inquiries or complaints. In addition to providing support and service to Colorado's institutions of higher education, the department also provides direct service and assistance to students when necessary. For inquiries of the department, issues are directed to the specific division or staff who can provide responses to the questions. As it relates to complaints, the department has an on-line process which allows individuals to file their grievance which is directed and resolved by the appropriate staff depending on the type of institution and the specific complaint or issue. This process allows the department to track complaints and ensure that they are being addressed and resolved as timely as possible. The department's complaint policy and process is noted below.*

**Complaint Policy**

*To file a complaint against a Colorado institution (public or private) or report a possible [diploma mill](#) or illegal school, follow the steps below to determine your next step in reporting a complaint/grievance to the Colorado Department of Higher Education.*

*For additional information about diploma mills and illegal schools, including a list of all accredited institutions and programs recognized in the U.S., view this Council for Higher Education Accreditation (CHEA) website. [Click Here](#)*

*Read through the process completely before continuing with the process.*

***If you are filing a complaint...***

***STEP 1: Have you filed a complaint/grievance at your institution? Before submitting a complaint with the Department of Higher Education, you must exhaust opportunities for resolution at your institution. If the institutional procedure has been utilized with no resolution, proceed to STEP 2.***

Dear Editor,

A Briefing to the Joint Budget Committee, released December 23<sup>rd</sup>, available online, listed CSU among six Colorado public universities with "weak financial health" for FY 2011-2012. CSU scored 2.6 of 10, rated "weak," with "moderate," starting at 3.0. Rated "moderate" were Community Colleges (5.9), Mines (4.3), Metro State (3.7), and CU (3.6). Why is this story important? A friend, finance professor at Santa Clara University and retired accountant/CFO, in looking at the four factors determining the rating, pointed out two that any private firm finds distressing. 1. DEBT MANAGEMENT: ASSETS OVER DEBT at CSU was 71%, versus Mines' 117 % and CU's 135 %. The billion CSU owed (now more) was weighed against assets of 710 million, so the "mortgage" was 290 million "under water." 2. OPERATING RESULTS: NET INCOME OVER REVENUE at CSU, similar to "profit," was an anemic .4 %, versus Mines' 4.1 % and CU's 3.2 %. CSU barely broke even. Certainly, when Matt Gianneschi, Deputy Director of the Department of Higher Ed, told a group in spring of 2011 that CSU could afford 200-300 million in bonds to fund a second football stadium, he was uninformed. Further, not reflected in his or the JBC Briefing's analyses, on August 13, 2013, the Board of Governors approved 240 million *more* construction, and their October 10, 2013, "Update of Prospective Plans" projected 538 million more, including 240 million for a second football stadium. Who can imagine that kind of spending on .4 % profit? CFO Rich Schweiget blamed CSU's poor showing on "analyzing just one year," though future JBC rankings will be even worse. And on "lowered state funding," though all the "moderate" schools suffered equally and CSU's "lost" revenue was more than recouped with the top public university research grant dollars in the US (thanks, faculty), record donations (thanks, donors), and record student revenues, via increased tuition and fees—up 133 % for residents since 2003-04, resulting in actually 25 % *more* revenue from state funds combined with tuition to spend/student than 10 years ago (thanks, students and parents like me). Finally, Rich noted a building binge at "Construction State University." BINGO! Surely it's time to refrain from unneeded purchases, like, yes, a second football stadium. True, BOG minutes of October 4, 2012, require private funding for half the "current price," disregarding that the "sticker price" of 226 million will soar. (Concrete stadium projects have always come in at twice the "sticker price." Checking Minnesota University's stadium financing shows that the 248 million "sticker price" was financed by 400 million in loans, 91 million in donations (7 years), and 3-4 million/year forever in new student fees.) One former Colorado prosecutor notes that calling these stadiums "privately funded" is simple fraud. One last thing. Mathematical analysis using the JBC Briefing's methodology reveals that the 240 million approved August 13, and the October 10 document's projection of 538 million more (240 of it for a stadium "down payment") will, even without the stadium project's inevitable doubling of costs, reduce CSU's score by *at least* -.1/100 million of new debt, unless matched by new revenues, thus leaving CSU's financial health/illness at 1.8 at best, ahead of only Adams State and Western State. "The question someone should ask," my professor/CFO friend said, "is how will they pay this debt?" Luckily, the Board, with new leadership, is open to receiving email correspondence. Why not email them that question?

**Teufel, Sharon**

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**From:** Henley, Kyle  
**Sent:** Monday, January 27, 2014 6:07 PM  
**To:** bobvangermeersch@aol.com  
**Cc:** Teufel, Sharon; Hooker, Mike  
**Subject:** RE: confirmation please

Bob,

CRL Associates has not been retained by the CSU System or Board of Governors. Icon Venue Group, CSU's project manager for the stadium project, is, however, working with CRL to assist with the comprehensive stadium design and development review process. Going forward, please continue to send stadium-related questions to Mike Hooker up on campus.

---

**Kyle Henley**  
Director of Denver PR  
Colorado State University  
Office: 303.376.2635  
Cell: 303.717.2766  
Campus: 7-3652



---

**From:** CSUS Board  
**Sent:** Monday, January 27, 2014 3:47 PM  
**To:** Henley, Kyle  
**Cc:** Frank, Tony  
**Subject:** FW: confirmation please

Kyle,

Would you please respond to Mr. Vangermeersch's inquiry?

Thanks,  
Sharon

Sharon Teufel  
Office of the Board of Governors  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

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**From:** [bobvangermeersch@aol.com](mailto:bobvangermeersch@aol.com) [<mailto:bobvangermeersch@aol.com>]  
**Sent:** Saturday, January 25, 2014 12:17 PM



**To:** CSUS Board

**Subject:** confirmation please

G'Day Sharon

Happy New Year.

When you arrive on Monday please help.

I have heard that the board has hired a PR firm in Denver named CRL.



Could you please confirm that fact and if true, please let me know at on what date.



Thanks



Bob Vangermeersch






970-223-0493

# Construction Status Reports

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/14
<p>Laurel Village (formerly Academic Village North)</p> <p>Total Budget: \$46,200,000</p>	<p>\$46,200,000</p> <p>Housing and Dining Services</p>		<p>Aug 2014</p>	<p>Project is in budget and on schedule. Construction is approximately 65% complete.</p>
<p>Lory Student Center Revitalization</p> <p>Total Budget: \$70,000,000</p>	<p>\$65,000,000</p> <p>Student Center Fees</p> <p>Remaining funds from LSC reserves</p>		<p>Oct 2014</p>	<p>Project schedule has slipped 2 months due to unforeseen existing structural conditions and weather. Construction is approximately 45% complete.</p> <p>TDEX facility has been moved to University Ave from the Durrell Center project to provide food service during the renovation, along with food trucks and several remote grab and go locations.</p>

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/14
<p>Animal Sciences Revitalization</p> <p>Total Budget: \$13,400,000</p>	<p>\$11,400,000</p> <p>General Fund</p> <p>Remaining funds from department and donations</p>		<p>Aug 2014</p>	<p>Construction is underway and approximately 70% complete. Project budget has been increased with additional bond funds to complete core and shell space on 1<sup>st</sup> and basement floors. New completion date is Aug 2014.</p>
<p>Willard O. Eddy Hall Renovation</p> <p>Total budget: \$12.5M</p>	<p>\$11,800,000</p> <p>General Fund</p> <p>Remaining funds from classroom upgrade project</p>		<p>Aug 2015</p>	<p>Design is underway. Budget has been increased with bond funds to provide new building entrance and upgrades to building envelope including reclading the north and south wings.</p>

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/14
<p>Suzanne and Walter Scott, Jr. Bioengineering Building</p> <p>Total Budget: \$73,000,000</p>	<p>\$52,500,000</p> <p>Student Facility Fee &amp; Research Overhead</p> <p>Remaining funds from grants and donations</p>		<p>Aug 2013</p>	<p>Additional bond funding for the completion of the 2nd floor office space and environmental rooms has been provided. Construction is expected to begin March 2014, with an estimated completion date of Oct 2014.</p>
<p>Aggie Village North</p> <p>Total Budget: \$112,265,000</p>	<p>\$112,265,000</p> <p>Housing and Dining Services</p>		<p>Aug 2016</p>	<p>Project is in design. City of Fort Collins Location and Extent has been approved.</p>

COLORADO STATE UNIVERSITY - PUEBLO					
CONSTRUCTION PROJECT STATUS REPORT					
Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 1/16/2014	Description
Corridor Extension @ Student Recreation Center	\$856,260 Student Rec. Ctr. Fee			Construction Completed January 2012	
South Campus Entry Drive, Parking Addition, Foyer addition, Internal Renovation @ Buell Communication Center Building	\$1,062,500 Student Fee--\$300,000 Parking funds--\$301,000 Building Repair/Replacement--\$462,500			Construction Completed February 2012	
Occhiato University Center Renovation and Addition	\$30,000,000 Debt to be repaid with student fee facility fees & auxiliary services revenue			Occhiato University Center program plan update completed . Board of Governors reviewed and approved project, 8/2/2013. Design Build RFP and Project Manager RFQ prepared for release in 1/14. Project Completion estimated 01/2017	
Exterior Door Security Access Control at all Academic Buildings.	\$554,000 Controlled Maintenance	May, 2013	October 31, 2013	complete	Add electronic card access/monitoring, new keyways, and replace worn exterior entrances at 6 academic buildings.
New General Classroom Building	\$16,000,000 Capital Funds		Estimated Construction Start 03/14 Estimated Completion 01/15	Schematic Design budget pricing underway, to be completed by 1/31/2014	
Soccer/Lacrosse Complex	\$3,100,000 cash funded project from grants and donations		est. Construction start 3/2014, Completion estimated March 2015	A/E design in process. General Contractor selected, Phase 1 synthetic turf field pricing underway	

# Readings on Higher Education

# Colorado State University's Audit Follow-Up Process

By Stephanie Wolvington

## ABOUT THE COLORADO STATE UNIVERSITY SYSTEM

The mission of the Colorado State University (CSU) System is to support, enhance and protect the unique missions of its constituent institutions and to encourage collaboration that benefits students and Colorado. The CSU System is made up of three member institutions, CSU, CSU-Pueblo and CSU-Global Campus.

CSU is home to several top centers and programs, including one of the top-ranked veterinary medicine programs in the country.

CSU, located in Fort Collins, Colorado, was founded in 1870 and is the state's land grant institution. The student body totals nearly 30,000. CSU is home to several top centers and programs, including one of the top-ranked veterinary medicine programs in the country.

CSU-Pueblo, located in Pueblo, Colo., was first established in 1933 as a junior college. In 1963, CSU-Pueblo became a four-year degree granting college. It has a student body of over 5,000. It has been designated a Hispanic Serving Institution.

CSU-Global Campus is a 100 percent online public university that focuses on learning opportunities for nontraditional students and working adults. It began enrolling students in fall of 2008 and has a current student body of over 5,600.

## CSU SYSTEM INTERNAL AUDITING OFFICE

The CSU System Internal Auditing office reports through the Audit and Finance committee of the CSU System Board of Governors. The office was founded in 1967 and employs eight people, including a director, IT audit manager, audit manager, principal auditor, three senior auditors and a part-time administrative assistant. The majority of the staff is located in Fort Collins.

## WHY DO AUDIT FOLLOW-UP?

According to the Institute of Internal Auditors International Professional Practices Framework, audit follow-up "is a process by which internal auditors evaluate the adequacy, effectiveness and timeliness of actions taken by management on reported observations and recommendations." According to Standard 2500, it is the responsibility of the Chief Audit Executive to establish and maintain a system to monitor the disposition of results communicated to management.

As auditors, we perform follow-up engagements because the standards require them.

As auditors, we perform follow-up engagements because the standards require them. If an issue is important enough to report on in the first place, shouldn't we conduct follow-up procedures to monitor the final outcome? And what about a natural sense of curiosity? As auditors, many of us have this trait. We would like to know the results of our audit findings and recommendations and what impact they have had on business operations.

## PREVIOUS FOLLOW-UP PROCESS

At CSU, audit follow-up was done every six months. This meant that every six months, the auditor who had completed an audit would initiate a follow-up engagement to track the



### ABOUT THE AUTHOR

*Stephanie Wolvington is the IT Audit Manager for the Colorado State University System. She has worked in internal audit for more than 15 years. She holds a Bachelor's degree in Accounting and Business Administration and a Master's Degree in Accounting and Information Systems, both from the University of Kansas.*



The follow-up engagement could consist of interviews, verification of work performed, review of new or revised policies and procedures, or even additional test work.

implementation of corrective action for all the recommendations in the audit. The follow-up engagement could consist of interviews, verification of work performed, review of new or revised policies and procedures, or even additional test work. The work would result in a memorandum-style follow-up audit report. This report would detail the initial audit findings and recommendations and provide a status update on the implementation of the recommendations. The distribution would mirror that of the original audit report. The six month reviews would continue until all the recommendations were closed.

The six month timeframe for follow-up was arbitrary. None of the current internal audit staff could recall how that timeframe was selected. It may or may not have allowed for an appropriate amount of time to resolve an audit finding. At that time, the Internal Auditing office was not requiring management to provide a target completion date for the implementation of audit recommendations. As a result, many recommendations would stay outstanding for multiple years. Additionally, recommendations that were implemented faster than the six month time frame would not be verified until the follow-up engagement had begun.

The audit follow-up process was initiated by the department's administrative assistant. She kept an index card-based tickler file to serve as a reminder of the follow-up engagement. At the beginning of each month she would provide a report to each auditor detailing the audits that still had open recommendations, together with details of the recommendations and a certification form on which the auditee provided status information for each recommendation. The audit certification is a Microsoft Word document that is used by the auditor in the conduct of the engagement. The certification details the audit recommendation and requires management to complete a status field, detailing the status of the audit recommendation. Management then signs and dates the certification form to certify the accuracy of the status of the recommendations.

### REVISED FOLLOW-UP PROCESS

In 2011, a change in the audit director position served as the catalyst to revise the follow-up process. It was decided that for every audit recommendation in every audit report, as part of the management response, a target implementation date would be identified. This date, provided by management and documented in the audit report, would act as a trigger for follow-up procedures to occur. Follow-up procedures would now occur by finding and recommendation, and no longer by audit.

It was also decided to move away from the index-card based tickler file and create a database, using Microsoft Access, to track follow-up for audit recommendations.

It was also decided to move away from the index-card based tickler file and create a database, using Microsoft Access, to track follow-up for audit recommendations. At this time, the CSU System Internal Auditing office did not use an automated workpaper package, so using tools included in such a software package was not an option. The new database was created in-house by the IT audit manager.

Initial planning for the database required the audit staff to determine how the database was to be used. The audit staff would use the database to monitor the outstanding recommendations that had been assigned to them. Follow-up would now occur based on the implementation date provided by management (and not the previous six month timeframe) and reports for the auditors would be generated based on this date. Certification reports would still be used by the auditors to obtain management sign-off. These reports would now be automatically generated from the database with the push of a button, with no more copying and pasting from old audit reports.

It was also decided to use the database to generate reporting for the audit committee of the CSU System Board of Governors. These reports detail overdue audit recommendations by institution. For each recommendation, the report provides the board with information on the audit recommendation, management response, responsible management personnel and the revised target completion date for implementing the recommendation. Internal Auditing reports only the overdue recommendations to the Board. The President's Office also receives a copy of this report and uses it to monitor the status of overdue audit recommendations.

Once the desired uses for the data were determined, the actual design of the database began. The data to be collected and recorded for use in the generation of these reports was decided upon. Some of the fields

in the database include: audit number (unique audit identifier), audit finding, audit recommendation, management response, department, responsible management personnel, target completion date, revised target completion date (established if the auditee did not complete implementation by the original date), recommendation status, closed date and topic. This gives the database user the capability to filter or query on the information by audit, by department, by date, or by topic, such as policy and procedures or information technology.

The responsibility for maintaining the audit tracking database resides with the Internal Auditing office's administrative assistant. At the completion of each audit, she inputs the audit findings, recommendations, management responses, target completion date and other pertinent data into the database. On a monthly basis, she generates reports for each auditor that detail the recommendations scheduled for implementation during that month. She also generates the reports for the Board of Governors and the President's Office.

By keeping what worked from the old process and understanding what could be gained with the implementation of a database, the CSU System Internal Auditing office greatly improved its follow-up process.

### **CONCLUSION**

While the level of follow-up work performed and the certification form process did not change, many other areas of the follow-up process did. The decision to require management to provide target completion dates for each audit finding and recommendation served as the catalyst for a revised follow-up process. It also served to raise the level of accountability among managers for their audit responses and the implementation of corrective action. The creation of the audit tracking database allowed for the automatic generation of reports to be used by the audit staff, Office of the President and the CSU System Board of Governors. It also allowed for the creation of ad-hoc reports based on any of the data fields in the database. By keeping what worked from the old process and understanding what could be gained with the implementation of a database, the CSU System Internal Auditing office greatly improved its follow-up process. ■

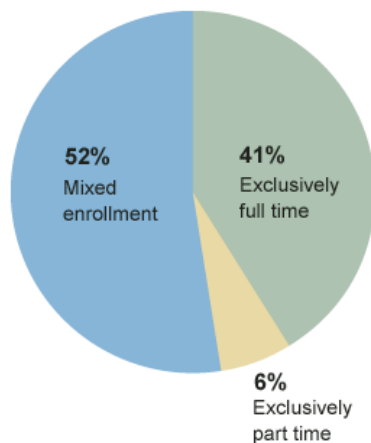
# THE CHRONICLE OF HIGHER EDUCATION

December 20, 2013

By Katherine Mangan

## Less Than Half of Students Go to College Full Time

Of students who started college in 2007, most went part time or some combination of part and full time. Both groups posted lower completion rates after six years than did full-time students.



Note: Data are based on 2,397,524 students who started college in 2007.

Source: "Completing College: A National View of Student Attainment Rates" National Student Clearinghouse Research Center

With all of the president's preaching, lawmakers' legislating, and foundations' financing, you might expect college-completion rates to be inching up, at least slightly.

But a report out this week from the National Student Clearinghouse Research Center shows that the nation's six-year graduation rate hasn't budged.

Fifty-four percent of students who enrolled in college for the first time in 2007 had a certificate or degree to show for it six years later, exactly the same as the previous year.

That's despite investments of hundreds of millions of dollars in completion strategies since 2006, President Obama's call three years later for the United States to become the world leader in higher-education attainment, and a flurry of state and federal policies aimed at reaching that lofty goal.

To be sure, the completion push began in earnest partway through the 2007 cohort's college years. And the 54-percent figure is, at least, higher than the rate the federal government reports, based on a tally widely considered outdated, of full-time students who start and finish at the same college. The clearinghouse followed

some two million students as they swirled in and out of college and between, say, a two-year public institution in Tennessee and a four-year private one in Kentucky.

Considering how thoroughly the nonprofit tracks students, a completion rate of just over half—for those attending both two- and four-year colleges—might seem discouraging. But with expanded access to higher education, it could have been worse, says Donald R. Hossler, a professor of educational leadership and policy studies at Indiana University at Bloomington.

More low-income students, and those who are the first in their families to attend college, are pursuing higher education than ever before, says Mr. Hossler, who was the founding executive director of the research center and still consults for it. "Given what we know about their success rates, you would expect to see graduation rates go down," he says. "In some ways, holding steady over time is good news."

The report breaks down six-year outcomes by students' gender, age, full- or part-time status, and sector in which they first enrolled. Women slightly outperformed men, it found, students fresh out of high school beat out the over-24 crowd, few part-timers made it to the finish line, and those who started at a four-year private nonprofit college were the most likely to graduate.

Only one in five students attending college part time had earned a degree or certificate after six years, with younger part-timers struggling the most. Over all, students who entered college older than 24 graduated at a much lower rate (44 percent) than did students who went straight from high school (60 percent). Those who delayed college by just a few years, entering between ages 21 and 24, did even worse: Only 41 percent had graduated after six years.

### Early Credit Helps

The completion movement has spawned dozens of strategies to keep students enrolled, from expanding opportunities to earn college credit while still in high school to minimizing time spent in noncredit remedial courses.

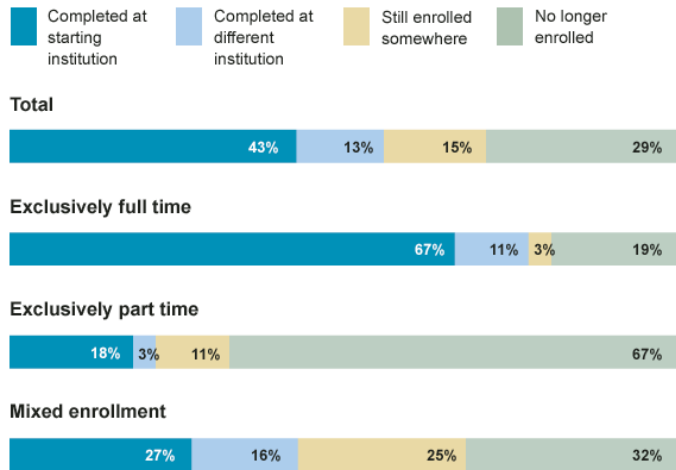
When clearinghouse researchers added to the mix students who started college with credit they'd earned in high school, the total completion rate climbed two percentage points, to 56 percent. Two out of three of those formerly "dual-enrolled" students had graduated in six years. Though they represented 16 percent of all students who entered college in 2007, they were not included in the main tally, to allow for a fair comparison with last year's.

It is hardly surprising that students who showed up with dozens of college credits—sometimes a year's worth or more—were more likely to graduate. And it's possible that such students are especially motivated and would have performed better anyway.

While the researchers stop short of declaring dual enrollment a success, they point out that it's booming. In the 2010-11 academic year, high-school students took more than two million college courses, up from about 1.2 million in 2002-3. Pressure to start earning college credit sooner and to finish faster is expected to intensify over the next decade, as policy makers push strategies aimed at cutting the cost and time to graduation.

### Part-Time Students: Less Likely to Graduate

Two-thirds of students who started college in 2007 and attended exclusively part time had dropped out six years later.



Note: Data are based on the tracking of 2,386,291 students who started college in 2007.

Source: "Completing College: A National View of Student Attainment Rates," National Student Clearinghouse Research Center

To give colleges incentives, the nonprofit advocacy group Complete College America has helped persuade dozens of state legislatures to pass laws basing appropriations to colleges at least in part on performance measures like remedial-course completions and graduation rates.

Few people have been eyeballing the data with the intensity of Stan Jones, the group's founder and president. The stubbornly low graduation numbers don't surprise him. "It's going to take some major structural changes to higher education," he says, "before these rates change."

The group promotes several policies it considers "game changers." One idea, pushing most students to maintain 15-credit-hour schedules throughout college, skeptics dismiss as unrealistic for those who work or are less academically prepared.

But other strategies have attracted early interest: more-structured schedules, for instance, that allow a working student to attend a block of classes that meets all year from, say, 8 a.m. to 3 p.m. on Thursdays and Fridays. Or trimming curricula into prescribed pathways for different disciplines, to counter poor decisions from too many choices.

Of course, limiting courses and majors can make some faculty members' blood boil, and few observers expect such changes to happen widely anytime soon.

But even those who believe that students should have as much time as they want at the course-catalog buffet acknowledge that their paths to a degree often meander too much. Some delays seem inevitable: Despite efforts to streamline transfers, many courses taken at community colleges don't count at four-year institutions. And students on some financially strapped campuses can't get into courses they need to complete a major.

If colleges want to get serious about raising their completion rates, the growing number of disadvantaged students will need the kind of mandatory tutoring and intensive advising Division I athletes get, says Mr. Hossler.

But institutions are constrained by a financing model that's "turned upside down" when it comes to supporting more students, he says. "Community colleges and regional campuses that are the least well-funded enroll most of the first-generation students who are the least likely to graduate."

In fact, budget cuts have eroded many tutoring and advising programs that are lifelines for struggling students, says David S. Baime, senior vice president for government relations at the American Association of Community Colleges.

That sector remains at the heart of the completion push, with strategies like mandatory study-skill courses and streamlined transfer agreements. Of course, some campuses have pursued such strategies—and rearranged resources to maintain them—more eagerly than others.

"Our colleges are deeply involved in trying to change institutional behavior to increase completion rates for our students, and those efforts will ultimately be reflected in numbers," says Mr. Baime. "But the mind-set of an institution isn't going to change overnight."

# THE CHRONICLE OF HIGHER EDUCATION

December 20, 2013

## In Brief

### Data Point

Behind the Numbers in the News

# -2.6%

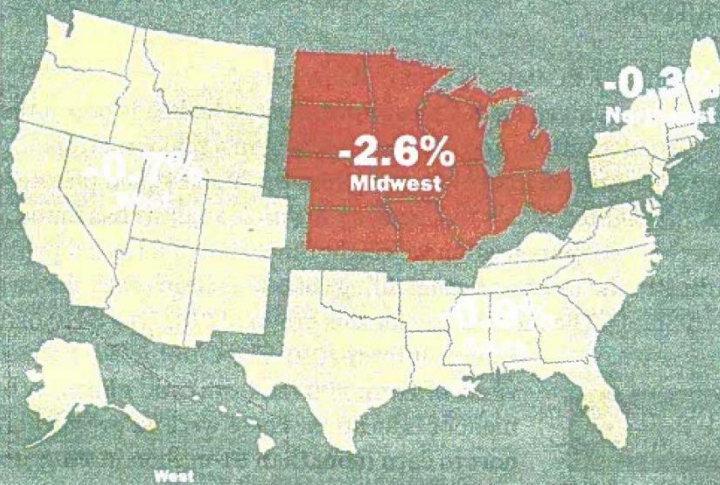
Decline in enrollment  
in the Midwest,  
2012-13

#### BACK STORY

For the past two years, the number of students in college has declined nationally. In 2011 total enrollment stood above **20.5 million**, but this fall that figure has fallen to fewer than **19.9 million**, a drop of nearly **700,000**. The Midwest has been hit especially hard, losing about **220,000** students in two years, and its rate of decline is accelerating. From 2011 to 2012, enrollment to Midwestern colleges dropped by **2.4 percent**, and from last year to this year, it fell by **2.6 percent**. The Midwest was the only region to see a bigger drop this year than last year.

#### CONTEXT

Decline in enrollment by region, 2012-13



#### Student declines nationally



SOURCE: NATIONAL STUDENT CLEARINGHOUSE RESEARCH CENTER

# Crunch time coming soon for Colo. budget

## CONSTITUTIONAL TANGLE LEADING TO FISCAL WOES, STUDY SAYS

BY NEIL WESTERGAARD  
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Colorado lawmakers and government policy wonks have predicted for years that the state will face severe budget shortfalls someday from the effects of conflicting state laws and constitutional provisions that govern taxes and spending in the state.

Now, an exhaustive, multi-decade study of Colorado's byzantine tax and budgeting system predicts that someday is almost here.

The study predicts an ugly fiscal future, beginning in about three years, unless Colorado lawmakers –



Co-presenter Charles Brown says, "Colorado has one of the most complex state budgets in the nation."

TOM TORGOVE, SPECIAL TO THE BUSINESS JOURNAL

and voters – unwind at least some of the state's conflicting constitutional and legislative budget directives or takes steps to raise taxes significantly.

Otherwise, the study's authors warn, the state will be forced into painful, deep spending cuts in

public safety, higher education, human services, the court system, and other parts of the budget unprotected by constitutional or legislative spending mandates or exemptions.

And the really ironic part is that the shortfalls will hit at the very same time the state will be forced to hand out tax refunds.

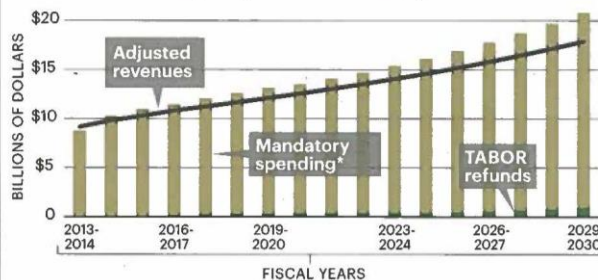
The 2013 Colorado Sustainability Study was conducted by the Colorado Futures Center at Colorado State University. Its findings were presented Jan. 14 at the Denver Business Journal's "State of the Cities – Mayors' Economic Forecast" forum.

"Colorado has one of the most complex state budgets in the nation, not by virtue of the dollar figures – other states are much bigger – but due to the many competing financial caps and spending requirements that have been added to the state constitu-

CONTINUED ON PAGE A7

### LOOKING AHEAD

Mandated spending and increasing revenue trigger TABOR refunds beginning in the 2016-2017 fiscal year



\*Includes: K-12, HCPF and corrections, SB 228 (Highway users tax fund and capital construction); additional general fund for Medicaid.

### SUSTAINABILITY STUDY

CONTINUED FROM PAGE A5

tion over the years," said Charles Brown, director of the Colorado Futures Center at Colorado State University, a co-presenter at the forum.

"For state lawmakers, meeting the long-term needs of Colorado citizens under this web of incongruent constitutional rules is a delicate balance that can easily be upset by outside factors or the unanticipated impacts of their own actions," Brown said.

The recession put off the day of reckoning for a few years, said Futures Center lead economist Phyllis Resnick, one of the authors of the study and also a forum co-presenter. But now that the economy is recovering, tax collections are rising toward the limits set by the Taxpayer Bill of Rights (TABOR) in 1992 and amended by Referendum C in 2005, she said.

Several factors combine to put difficult choices in front of lawmakers and voters in coming years. One, the mandated taxpayer refunds under TABOR are expected to resume in 2017, at the very same time as projected caseloads for Medicaid and prisons and other government services will be climbing and other spending pressures mount.

Adoption of a special hospital provider fee in 2009 to help fund an expansion in the Medicaid program, and then later to fund further expansions called for under the federal Affordable Care Act, isn't helping the overall budget situation. That's because lawmakers didn't exempt the hospital fee from the revenue limitations contained in TABOR.

So the revenue raised by this new fee on hospital



Co-presenter Phyllis Resnick says that the solution isn't a matter of government simply spending less.

TOM TORGOVE, SPECIAL TO THE BUSINESS JOURNAL

admissions is added into the revenue raised by sales and income taxes, bringing total revenues closer to the point when refunds kick in under TABOR.

"It creates a scenario where lawmakers will be forced to look at deep cuts to public safety, higher education, human services, the court system and more at the same time the state will be required to deliver substantial tax refunds," Resnick said.

One partial solution would be to exempt the hospital fee from the TABOR refund calculations. Lawmakers could ask voters to expand sales taxes to goods sold to Coloradans on the Internet, or to extend the existing sales tax on goods to purchased services, which would be a political hot potato.

While controversial, it nevertheless would reflect broad changes in how people – especially young people – spend their money today, which is mostly

on services, not goods.

Resnick said it isn't a matter of government simply spending less. Much of the spending in the state budget, such as for public K-12 schools, health care for the poor or prisons, is mandated or driven by caseloads; lawmakers don't have the wiggle room or policy authority to even make the cuts.

Because the Colorado constitution requires a balanced budget every year, that means the cuts needed to balance the budget have to come from areas that are unprotected, mainly college and university spending, which has already undergone significant cutbacks in recent years.

The political degree of difficulty associated with making changes is formidable. There's little political appetite, at least statewide, for tax increases.

"There aren't any easy answers or silver bullets, and government cannot fix the challenge outlined by this study by simple across-the-board spending cuts or tax rate increases; it's going to take a structural approach to a structural problem, blending thoughtful and creative solutions to really get at the root issues threatening Colorado's long-term fiscal health," Brown said.

For a detailed summary of the sustainability study, go online to [bizj.us/u3yr7](http://bizj.us/u3yr7).