

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS RETREAT MINUTES  
Waterfront on the Riverwalk, 101 S. Main St., Pueblo, Colorado  
February 7-8, 2012**

**FEBRUARY 7, 2012**

**Call To Order**

Committee Chair Joe Zimlich brought the retreat to order at 8:12 a.m.

**Roll**

**Governors present:** Don Elliman, Treasurer; Ed Haselden, Secretary; Dennis Flores; Scott Johnson; Mary Lou Makepeace; Penfield Tate III; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins; Isaiah McGregor, Student Representative, CSU-Pueblo.

**Administrators present:** Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; George Dennison, CSUS Chief Academic Affairs Officer.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board of Governors; Sharon Teufel, Executive Assistant.

**System Staff present:** Adam Fedrid; Allen Sneesby

**Guest:** C. Peter Magrath, Retreat Facilitator

**Retreat Goals**

Chair Joseph Zimlich explained that the overall plan for the retreat was to be interactive. He commented on the role of the Chair is to keep the individual Board members engaged and stressed the importance of developing the relationships of the Board members. Chair Zimlich explained that the agenda included governance to provide the Board an opportunity to evaluate the responsibilities of the Board and examine best practices and that governance includes how to add value without burdening the CSU System. He pointed out higher education governance, particularly with research institutions, is complicated with multiple issues. Additional issues include the political appointment of a public governing board, high turnover of board members, maintaining transparency, and finances.

**Responsibilities Of High Performing Boards**

Chair Zimlich introduced Dr. C. Peter Magrath, the retreat facilitator. Dr. Magrath provided an overview of fiduciary responsibilities of higher education governing boards and commented on how the boards need to be engaged and informed. He noted a successful system should have a well-publicized, short mission statement and policies for the entire system.

Dr. Magrath reflected on how higher education boards have an enormous responsibility and hold in trust the most important elements of the success of the nation, both economically and socially. He commented

that an effective, high performing board needs to have an understanding of fiduciary responsibility; knowledge of the educational role and the application of knowledge for all campuses and programs; familiarity with human resources including faculty and staff; and the awareness of contributing factors that ensure student success. There should be clearly understood practices for hiring of the Chief Executive Officer with a clearly defined role and expectations for the CEO. The CEO must be a leader and director with an understanding of the roles of key executives. Additionally board members need to be involved in the political life of the state to be a bridge for the system with the legislature, governors, and community, and to bring back to the system the realities of the state's interests to ensure that CSUS is serving the state's social and economic needs.

Dr. Magrath illustrated best practices for high performing boards through examples including examples of some worst practices. Suggestions made to address self-evaluation included:

1. After each board meeting, the chair asks each member to assess briefly positives and negatives of the meeting and the outcomes of meeting.
2. Once a year, conduct an assessment on meeting the objectives of high performing board including what is being done well and areas for improvement.
3. Work with Association for Governing Boards and/or retain a consultant to come in annually for an independent check.

Discussion followed on addressing gaps and ensuring salary increases; the relationship between the Board Chair and the CEO; the importance of the essential top leaders in keeping the board informed; and alignment of policy statements with the State's policies. The Board also examined appropriate areas for providing guidance to campuses; development and articulation of new policies to campuses; incorporating initiatives into strategic planning; understanding the dynamics between policies and the strategic plan; and connecting the strategic plan and state initiatives to performance standards and performance contracts.

Benefits and pros/cons of having a CSU System were discussed including: collaboration and leadership; addressing the expanding state population and specific niches; increased efficiencies and public accountability; and integration of services. The Board discussed how the CSU System can provide access in a cost effective framework and examined the uniqueness of and investment in CSU-Global. President Takeda-Tinker described CSU-Global as a low cost model that could provide access to Coloradoans as public support is reduced and provides a credible degree with value. Issues for continued examination include long term strategies for the CSU System; investment strategies particularly for CSU-Global; cost effectiveness; and operating on a business model vs. an education/academic enterprise model.

The Board discussed the responsibility to ensure due diligence is occurring on the campuses. Governor Horrell noted that due diligence processes are in place to ensure that new programs add value; current processes for tenure review and approval are appropriate and in place; and graduation rates continue to be monitored.

The Board discussed responsibility for ensuring that the right CEO is hired to oversee the system; individual board members responsibility to learn about the system and campuses; the responsibility to share expertise; be a sounding board for the CEO and presidents; to create a culture, such as through the Academic Affairs Committee, of a partnership with understanding, trust and respect; and to ensure fiduciary responsibility is fulfilled.

The Board also discussed appropriate communication channels from the campus presidents through the Chancellor to the Board and campus-specific communications with the campuses overall being very

responsive. Governor Haselden pointed out the challenges and complications of ensuring the board members are informed with turnover of the voting members and the rotation of faculty and student representatives. A new orientation process was put in place by Sheila Trice Bell, Executive Secretary to the Board, and will continue to be updated and improved.

### **Academic And Financial Realities And Environment**

Chair Zimlich introduced the topic of how to handle marketplace issues including community criticism vs. losing talented staff. Dr. Magrath commented on the sensitivity of the issue. Discussion followed on the need for qualified faculty and staff and the value provided to the university, society and business; academic freedom; advantages for business affiliation with a university that creates resources and benefits society; economic models with fixed costs vs. faculty salaries; financial sustainability as outlined in the strategic plan; potential for new and alternative revenue streams; increased enrollment with decreased funding; differential tuition; and community impact.

### **Campus Updates**

President Frank provided background on the new stadium issue; the work of the stadium advisory committee; and the process for receiving input and for approval. He described the composition of the stadium advisory committee and provided an overview and timeline for the conceptual design process. President Frank reported that, should the decision be made to move forward with a new football stadium, the construction would be through private funds and that no fees, tuition or state funding would be used.

President Di Mare provided an update on the accounts receivable audit and other finance and administration issues.

The retreat adjourned for the evening to reconvene in the morning of February 8, 2012.

## **FEBRUARY 8, 2012**

### **Call To Order**

Committee Chair Joe Zimlich brought the retreat to order at 8:10 a.m. and provided an overview of the agenda. He noted that upon conclusion of the retreat, the Board would reconvene after lunch in the Pueblo Convention Center for the Board committee meetings.

### **Committee Structure**

Dr. George Dennison, CSUS Chief Academic Officer, reviewed the current Board committee structure and the challenges with members serving on several committees. He presented a proposal for a new committee structure to facilitate improved work flow. He reviewed the proposed new committee charges and proposed changes in committee meeting day structure with concurrent meetings. Discussion followed on the benefits and challenges with the proposed changes. Dr. Dennison reviewed a proposed actions schedule to begin the process of developing an annual plan for when reports are due.

Chair Zimlich indicated he would present the proposed changes in the committee structure and meeting day structure during his report at the regular Board meeting. General Counsel Michael Nosler will be consulted on the legal requirements for any necessary bylaw changes.

### **Board Retreat**

Chair Zimlich summarized the retreat's focus on governance and best practices and asked for feedback on agenda items for the upcoming June Board retreat. Board members discussed including meaningful and significant board self-evaluation and the need to conduct an annual self-evaluation. The free exchange of ideas and brainstorming during the retreat was also deemed to be extremely beneficial. The right facilitator for the retreat will also be important. The retreat will be an opportunity to discuss long range strategic goals and future directions and changes for the System and the campuses. Chair Zimlich confirmed that the Board would move forward with oral feedback at the end of Board of Governors meetings in lieu of the written forms that have been utilized.

Chair Zimlich remarked that the June retreat would be the first retreat with the new Chancellor. He outlined the potential framework for the retreat as follows:

1. Discussion on long range vision for the System and the campuses
2. Review and update of Strategic Plan
3. Examine the need for stretch goals and establishing a framework for new stretch goals
4. Self-evaluation of the Board

### **Conclusion and Adjournment**

Dr. Magrath summarized the retreat by commenting that the CSUS has a good Board that cares about the System and the members provide different perspectives. The Board is self-critical and is asking the right questions. The CSU System as a whole will continue to be faced with challenges such as the financial environment. The Board will be hiring a new Chancellor and will need to define the Chancellor's role. Dr. Magrath concluded by commenting that the CSUS Board is "on the right track." (*Refer to Attachment 1 for retreat summary by Dr. Magrath*)

Chair Zimlich thanked Dr. Magrath for facilitating the retreat. He also thanked Dr. Dennison, Ms. Trice Bell and other staff who worked to put together the retreat. The retreat was adjourned at 10:42 a.m. and followed by lunch.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
AUDIT COMMITTEE MEETING MINUTES  
Pueblo Convention Center  
February 8, 2012**

**CALL TO ORDER**

Committee Chair Scott Johnson called the meeting to order at 1:30 p.m.

**ROLL**

**Committee Members present:** Penfield Tate III; Eric Berlinberg, Student Representative, CSU-Fort Collins; and Allison Horn, CSUS Auditor, assigned staff.

**Governors present:** Dennis Flores; Ed Haselden; Dorothy Horrell; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Isaiah McGregory, Student Representative, CSU-Pueblo.

**Administrators present:** Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer; George Dennison, CSUS Chief Academic Affairs Officer.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board of Governors; Sharon Teufel, Executive Assistant.

**System Staff present:** Adam Fedrid; Allen Sneesby

**Guests:** John Barnosky, Director of Planning and Construction, CSU-Pueblo; Craig Cason, Associate Vice President of Facilities, CSU-Pueblo; Stephanie Chichester, North Slope Capital; Zavareh Dadabhoy, Dean of Student Life and Development, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Nancy Hurt, Associate Director, CSU-Fort Collins Real Estate Office; Delores Sanford, Finance and Administration, CSU-Pueblo; Kyle Henley, Director of Denver Public Relations, CSU; Kathleen Henry, President/CEO, CSU Research Foundation; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Richard Kreminski, Interim Provost, CSU-Pueblo; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Robert Osika, CSUS Treasurer; Amy Parson, Vice President, University Operations, CSU-Fort Collins.

Committee Chair Johnson asked Allison Horn, CSUS Auditor, for her report. Ms. Horn introduced Joanne Bennett, the senior manager from BKD, the accounting firm engaged by the State Auditor to conduct the external CSUS financial and compliance audit for the year ended June 30, 2011.

Ms. Bennett explained the purpose and scope of the audit that included research and development and student financial aid, and the process utilized to conduct the audit. She indicated the reports express an unqualified clean opinion on the financial statements. There were no material weaknesses in internal controls; no compliance issues; and no major findings or recommendations. Ms. Bennett reviewed two audit adjustments that had no reflection on the bottom line and the summary of the status of implementation of the prior audit recommendations.

Ms. Bennett reviewed the financial highlights and summarized revenues, expenses and liabilities broken out by operating and non-operating categories. There was a net operating loss of \$37 million that was an improvement from the prior year. The loss was offset by non-operating and other revenues resulting in an overall improvement of \$58 million in net assets from the prior fiscal year. Detailed financial statements, revenue bond schedules, and a report on student financial aid with no findings were also contained in the audit report. Ms. Bennett concluded her presentation by thanking management for their hard work and assistance.

Ms. Horn provided an update on the status of the current fiscal year's audit plan with seven reports issued. Audits started include the Associated Students of CSU; a streamlined audit process to assist the new Dean for the College of Applied Science; and independent verification of the procedure for the property management audit pursuant to federal requirements. She gave an update on the request made by CSU-Pueblo management to review the supplemental pay process to ensure it is clearly defined and executed. Ms. Horn reviewed in detail the four objectives and the eight recommendations with implementation dates contained in the CSU-Fort Collins Parking Services. She noted overall it was a positive audit in a very dynamic department that has an adequate internal controls structure.

Ms. Horn provided an update on nine overdue recommendations with five at CSU-Fort Collins and four at CSU-Pueblo from FY 2009 for which new target dates for implementation have been re-established. On the CSU-Pueblo accounts receivable audit, she reported a meeting was held with President Di Mare; implementation dates have been re-established with three recommendations already implemented; and CSU-Pueblo is working to address the critical issues. Areas for next year's audit plan are being jointly identified. When asked if there were practices not in place that have been identified that could have circumvented some of the issues identified in the accounts receivable audit, Ms. Horne responded there were targeted reviews that could have been scheduled and that changes have been made to ensure that corrective actions are implemented with a different follow-up process with a focus on overdue recommendations. She noted the receptiveness and cooperation of the CSU-Pueblo management.

Ms. Horn pointed out resolution was reached on the Continuing Education Audit that was not reflected in the overdue recommendations report. She explained that there will be a process requiring signed certification to indicate the recommended action will be taken and the recommendation is not considered closed until the signature has been received.

Ms. Horn commented that special reviews consume a large amount of time from her office. She explained that there is a hotline at CSU-Fort Collins jointly managed by the Audit and General Counsel offices and the process is to respond to every call with either an investigation or follow-up by another department. Ms. Horn commented on the wide range of allegations received, of which many are personnel issues, and she provided examples of reports that have been or will be issued including a research project, cell phone use, and supplemental pay. She reported her office currently proceeds immediately with the investigative efforts and reports to the Audit Committee on these special reviews. Governor Tate acknowledged that it is important to respond immediately and to work with the General Counsel and other departments and then to report to the Audit Committee during its regular meeting unless there is a major issue that requires immediate notification to the Audit Committee.

Committee Chair Johnson asked for confirmation that current procedure in response to issues identified by an auditor is that management implements the recommended change, and the auditor then verifies the recommendations have been implemented. Ms. Horn confirmed that verification is now conducted by the auditing staff to ensure the recommendations were completed.

With no further business to conduct, the Audit Committee meeting was adjourned at 2:05 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
FINANCE COMMITTEE MEETING MINUTES  
Pueblo Convention Center  
February 8, 2012**

**CALL TO ORDER**

Board Chair Joseph Zimlich reported that Finance Committee Chair Don Elliman was unable to attend the meeting and appointed Governor Penfield Tate as the Finance Committee Chair for this meeting only. Governor Tate called the meeting to order at 2:05 p.m.

**ROLL**

**Committee Members present:** Penfield Tate III; Eric Berlinberg, Student Representative, CSU-Fort Collins; and Allison Horn, CSUS Auditor, assigned staff.

**Governors present:** Dennis Flores; Ed Haselden; Dorothy Horrell; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Isaiah McGregory, Student Representative, CSU-Pueblo.

**Administrators present:** Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer; George Dennison, CSUS Chief Academic Affairs Officer.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board of Governors; Sharon Teufel, Executive Assistant.

**System Staff present:** Adam Fedrid; Allen Sneesby

**Guests:** John Barnosky, Director of Planning and Construction; CSU-Pueblo; Craig Cason, Associate Vice President of Facilities, CSU-Pueblo; Stephanie Chichester, North Slope Capital; Zavareh Dadabhoy, Dean of Student Life and Development, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Nancy Hurt, Associate Director, CSU-Fort Collins Real Estate Office; Delores Sanford, Finance and Administration, CSU-Pueblo; Kyle Henley, Director of Denver Public Relations, CSU; Kathleen Henry, President/CEO, CSU Research Foundation; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Richard Kreminski, Interim Provost, CSU-Pueblo; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Robert Osika, CSUS Treasurer, Amy Parsons, Vice President, University Operations, CSU-Fort Collins.

Governor Tate asked Rich Schweigert, CSUS Chief Financial Officer, for his report. Mr. Schweigert reported there were few changes since December in the draft Fiscal Year 2013 budget that will be adopted at the May Board meeting. He asked the campus Presidents for their comments.

President Tony Frank, CSU-Fort Collins, reported there were virtually no changes since the December meeting. Based on the second quarter revenue forecasts, there will be a decrease in the projected State budget cuts, primarily on the financial aid side, that will have a limited impact on the university and not a material impact on the Fiscal Year 2013 budget. A 3% budget reduction is being forecast that is offset for

the academic units by the second of three phases of differential tuition rates. The differential tuition rates are designed to expand capacity so there will be an impact as student numbers increase without expanding resources. Other budget changes include a projected large utility rate increase by the City of Fort Collins. The budget includes projecting for \$2.5 million in quality enhancements and new investments that will be reviewed in detail. President Frank reported budgeting is based on flat enrollment although the projections look positive. He noted there is \$4 million unbudgeted tuition revenue that is enrollment in current fiscal year, mostly non-resident, that will be rolled into next year's budget as part of the base budget.

President Frank reported that undergraduate tuition rates are projected to increase by 9% for resident and 3% for non-residents, and 5% for graduate tuition for both resident and non-resident. A 3% average merit-based salary increase is projected for faculty and administrative professionals and would be the first salary increase in three years. Since the State is not projecting a salary increase for classified employees, details are being worked out on how to provide a non-base building 3% salary increase compensation pool. Amy Parsons, Vice President, Operations, CSU-Fort Collins, explained that the State Classified Personnel Council understands that the university does not have control over the base rates and that the model is for a one-time payment for merit recognition.

President Frank commended Lynn Johnson, Vice President, Finance, CSU-Fort Collins, and Rick Miranda, Executive Vice President & Provost, CSU-Fort Collins, for putting together an on-line budgeting tool to look at various budget models. He provided an update on the budget planning process by reporting that the second week of January Provost Miranda hosted the Strategic Plan Area Review Committee's annual update that was followed the next week with the campus budget hearings which were broadcast live on the Web. The first week of March, President Frank and Provost Miranda will present the latest budget draft to the campus and conduct open forums to gather final campus input. During April the budget will be finalized for presentation to the Board Finance Committee in May.

When asked about projected increases in room and board, President Frank explained that typically the process has been for Housing and Dining to conduct a survey of other state universities and the larger Fort Collins apartment complexes to develop a recommendation. The recommendation for the past few years has been approximately the rate of inflation. He noted that rental occupancy rates have driven up the rates in the private sector. Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins, reported that the increase is being projected at 4% to 5%. In response to a question on price differentials, Lynn Johnson, Associate Vice President for Finance, CSU-Fort Collins, answered that the fee structure increases are being projected at an overall rate of 3% and President Frank noted that these are not additive percentages.

President Lesley Di Mare, CSU-Pueblo, reported there was no update at this time and that the budget submitted in December continues to be reviewed along with the accounts receivable to understand the financial status at CSU-Pueblo.

President Becky Takeda-Tinker, CSU-Global, reported that the January/February term starts brought in \$4.9 million, putting revenues slightly ahead of projections with 3% over the actual year-to-date projections. Income booked for the January/February starts was \$1.7 million bringing the year-to-date total to \$16.27 million. The net total income is \$5.5 million and CSU-Global is on-target for \$8 million net income for the year.

Rich Schweigert explained that, with interest rates at a 40 year low for the municipal bond market, the CSU-System financial advisor suggested there could be a unique opportunity to refinance approximately \$66 million in tax exempt and taxable bonds. He explained the resolution presented authorizes the CSU-



System CFO, in conjunction with the CSU-Fort Collins and CSU-Pueblo campuses, to structure a System Enterprise Revenue Refunding Bond issuance, provided that such bond issuance provides an aggregate net present value savings of no less than 3% of the refunded bonds. Mr. Schweigert estimated this could be approximately an overall aggregate net savings of \$250,000 annually. If authorization is given, the refunding could be completed during February or March.

Mr. Robert Osika, CSUS Treasurer, reported that the approach and finance structure parameters have not changed since presented in December. He announced that the Standard & Poors Ratings Committee affirmed an A+ rating for the underlying credit rating and the State Intercept AA2 rating. Moodys has affirmed a AA3 underlying rating. Mr. Osika explained that, as previously discussed, during the next round of bond issues CSUS will probably have to defend the ratings more aggressively.

Mr. Osika explained how the master resolution on processing the bonds was established with every bond issuance a supplemental issue, and that the 2012A new bonds resolution is asking for approval of the Fifth Supplemental Bond Resolution. He reviewed the timetable for the bond issuance and details of the resolution. Stephanie Chichester, the financial advisor from North Slope Capital, explained the maximum principle amount and the structuring flexibility. In response to questions from Governor Tate on the new bond issuance, Mr. Osika explained the system debt capacity would depend on financials and ratio analysis.

Mr. Schweigert explained that every three or four years an RFP process is conducted through a selection committee from the campuses to qualify a pool of underwriters with an interim rotation of the lead and to determine the financial advisor. He noted the lead underwriter for the refunding has not yet been selected.

**Motion:** Governor Flores asked how the \$250,000 savings realized from the refunding would be allocated. Lynn Johnson, Associate Vice President for Finance, CSU-Fort Collins, explained the units participating in the original debt service payments would benefit from the savings.

**Motion:** Governor Flores made the motion to recommend to the full Board approval of both the refunding and the new 2012 bond resolutions. Governor Tate seconded and the motion carried.

Mr. Schweigert reviewed the 2<sup>nd</sup> quarter consolidation income statement and reported expenses are on-track with the budget projections. He pointed out that mid-year estimates are difficult to determine; the campuses do a good job on the estimates; and that CSU-Pueblo needs time to continue the review to allow for better third quarter estimates. Mr. Schweigert reported the positive news is an increase in net assets and that a year-end estimated increase in net assets should be realized. He explained the conservative budgeting approach used by the CSU System.

General Counsel Nosler explained the resolution for the contract indemnification for the cash management agreement with First National Bank and recommended approval of the limited indemnification. Governor Tate moved to forward the resolution to the full Board for approval. Governor Flores seconded and the motion was carried.

With no further business to conduct, the Finance Committee adjourned at 2:50 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES  
Pueblo Convention Center  
February 8, 2012**

**CALL TO ORDER**

Committee Chair Ed Haselden convened the meeting at 2:50 p.m.

**ROLL**

**Committee Members present:** Scott Johnson; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins

**Governors present:** Dennis Flores; Dorothy Horrell; Penfield Tate III; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Isaiah McGregor, Student Representative, CSU-Pueblo.

**Administrators present:** Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer; Allison Horn, CSUS Auditor; George Dennison, CSUS Chief Academic Affairs Officer.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board of Governors; Sharon Teufel, Executive Assistant.

**System Staff present:** Adam Fedrid; Allen Sneesby

**Guests:** John Barnosky, Director of Planning and Construction, CSU-Pueblo; Craig Cason, Associate Vice President of Facilities, CSU-Pueblo; Stephanie Chichester, North Slope Capital; Zavareh Dadabhoy, Dean of Student Life and Development, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Nancy Hurt, Associate Director, CSU-Fort Collins Real Estate Office; Delores Sanford, Finance and Administration, CSU-Pueblo; Kyle Henley, Director of Denver Public Relations, CSU; Kathleen Henry, President/CEO, CSU Research Foundation; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Richard Kreminski, Interim Provost, CSU-Pueblo; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Robert Osika, CSUS Treasurer; Amy Parson, Vice President, University Operations, CSU-Fort Collins.

**EXECUTIVE SESSION**

The motion was made, seconded and carried to convene in Executive Session at 2:51 p.m. General Counsel Nosler read the Real Estate/Facilities Committee meeting into Executive Session. The committee reconvened in Open Session at 3:53 p.m.

**OPEN SESSION**

**Land Sale Resolution:** Kathleen Henry, President/CEO, CSU Research Foundation (CSURF), reviewed through a PowerPoint presentation the details of the proposed sale of approximately five acres of land at

the Foothills Campus to the Soldier Canyon Filter Plant. **Motion:** Governor Johnson moved to forward the resolution for the sale of the property to the Board of Governors for approval. Governor Haselden seconded and the motion was carried.

**Long Term Lease Resolution:** Kathleen Henry utilized a PowerPoint presentation to review the property location and lease terms for a long-term no-cost land lease of 36 acres in Weld County to the United States Department of Agriculture-Agricultural Research Service (USDA-ARS) for cooperative water management research. Governor Haselden inquired as to whether there would be any ongoing operating costs. Ms. Henry indicated there would not be any costs and this would be CSU's contribution to the long-term cooperative research projects. **Motion:** Governor Haselden moved to forward the resolution to the Board of Governors for approval. Governor Johnson seconded and the motion was carried.

**New Stadium Report:** President Tony Frank, CSU-Fort Collins, explained that exploratory first steps have been initiated for consideration of building a new football stadium and a Stadium Advisory Committee has been selected. Once the early conceptual design process has been completed, should there be a recommendation to move forward, the Board would be presented with the program plan for their consideration. President Frank stressed that only privately raised funds would be used to build a new stadium and no public funding, i.e. state appropriate, tuition, student fees, and taxes, would be used.

Amy Parsons, Vice President, University Operations, CSU-Fort Collins, reviewed the composition of the Stadium Advisory Committee and explained her responsibility to integrate the campus processes for large project development. She explained that a Master Plan approved by the State is in place and reviewed the Master Plan Committee's role in working cooperatively with the Campus Facilities Committee and in assisting the Stadium Advisory Committee.

Ms. Parsons reviewed the campus aesthetic guidelines. She reported the internal process for the program plan is in the early conceptual stages and an RFP will be issued to obtain outside expertise for technical details to develop the program plan. She explained that no construction work would be conducted unless approved by the Board of Governors.

Ms. Parsons described the four Stadium Advisory Committee sub-committees: (1) Design and Best Practices facilitated by Jack Graham; (2) Site Selection facilitated by Amy Parsons; (3) Marketing Analysis and Funding Resources facilitated by Brett Anderson; and (4) Alumni, Campus and Public Engagement facilitated by Tom Milligan. She commented on the process to engage every colleague at CSU on the project including students and student groups, and reported that the Center for Public Deliberation would be independently conducting and reporting publicly on open forums for public input.

President Frank explained that there would be an open and transparent process for public input. He reiterated that only privately raised funds would be used and no public funding such as state appropriations, taxes, tuition or student fees would be used. President Frank also noted that green space on the campus would not be used and that there would be sensitivity to the needs of the neighborhoods around the campus.

President Frank commented that the challenge will be to have people understand the process; that there is integrity in the process; and that no decisions have been made. Governor Haselden expressed the full support of the committee on the process. He added that the stadium will be a continuing agenda item for the Real Estate/Facilities Committee and the Board will be kept apprised through the committee's report at Board meetings.

Governor Haselden asked Amy Parsons to prepare a report for a future Board meeting to provide an overview of the Master Plan for presentation to the full Board. Ms. Parsons briefly commented on the primary focus areas of the Master Plan.

***CSURF Director of Real Estate:*** Kathleen Henry reported that Nancy Hurt, a state classified employee who is retiring, has been appointed as the CSURF Interim Director of Real Estate. Jason Johnson, Deputy General Counsel, CSU-Fort Collins, explained that formal notice was required by statute on the change to CSURF employment status and explained the operating agreement with CSURF, noting that there is no conflict of interest.

Ms. Henry explained that Stuart MacMillan, the former CSURF Real Estate Executive, will be assisting with specific projects during the transition. She reported that the job description has been developed; the recruitment process has begun; a CSURF Board member and Amy Parsons would be participating in the interviews; and the goal is to have a Real Estate Director hired by May or June, 2012.

With no further business to conduct, Governor Johnson moved to adjourn the Real Estate/Facilities Committee meeting. Governor Haselden seconded and the meeting was adjourned at 4:28

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
BOARD OF GOVERNORS MEETING MINUTES  
Pueblo Convention Center  
February 9, 2012**

**CALL TO ORDER**

Chair Joseph Zimlich called the meeting to order at 8:00 a.m.

**ROLL**

**Governors present:** Don Elliman, Treasurer; Ed Haselden, Secretary; Dennis Flores; Scott Johnson; Mary Lou Makepeace; Patrick McConathy; Penfield Tate III; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo.

**Administrators present:** Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer; Allison Horn, CSUS Auditor; George Dennison, CSUS Chief Academic Affairs Officer.

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board of Governors; Sharon Teufel, Executive Assistant.

**System Staff present:** Adam Fedrid; Allen Sneesby.

**Guests:** John Barnosky, Director of Planning & Construction, CSU-Pueblo; Hector Carrasco, Dean, College of Education, Engineering & Professional Studies, CSU-Pueblo; Craig Cason, Associate Vice President, Facilities Management, CSU-Pueblo; JoAnn Crownover, Assistant Professor of Nursing, CSU-Pueblo; Zavareh Dadabhoy, Dean of Student Life and Development, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Chase Eckerdt, ASCSU Director of Governmental Affairs, CSU-Fort Collins; Mark Gill, Chief of Staff, President's Office, CSU-Fort Collins; Gloria Gutierrez, Regional Director for Senator Mark Udall; Kyle Henley, CSU Director of Denver Public Relations; Kathleen Henry, President/CEO, CSU Research Foundation; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Nancy Hurt, Interim Director, Real Estate Office, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Richard Kreminski, Interim Provost, CSU-Pueblo; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Jennifer Mullen, Department Chair, Mass Communications Dept., CSU-Pueblo; Amy Parsons, Vice President, University Operations, CSU-Fort Collins; Gail Perez, Reporter, *Pueblo Chieftain*; DenaSue Potestio, CEO, CSU-Pueblo Foundation; Rachel Roberson, Vice President, ASCSU, CSU-Fort Collins; Delores Sanford, Finance & Administrative Services, CSU-Pueblo; Angela Wilkerson, Lab Resource Coordinator, Nursing School, CSU-Pueblo.

**PUBLIC COMMENT**

The Chair opened the meeting by asking for public comment, of which there was none.

**BOARD CHAIR AGENDA**

Chair Zimlich reported the Board of Governors and the Presidents from the three campuses participated in a retreat February 7 and 8, 2012, that was facilitated by Dr. Peter Magrath. He recapped the retreat

activities and reported the first actionable item from the retreat would be the proposal to change the current committee structure from seven to five committees, namely: Executive, Evaluation, Real Estate, Audit and Finance, and Academic and Student Affairs. Discussion had been held on ensuring that the topics of each area are adequately covered and staffed. There was also discussion on holding the committee meetings concurrently or consecutively.

Chair Zimlich asked for feedback from the Board on the proposed change in the committee structure. Governor Horrell commented that the new committee structure maintains the integrity of the committees with separation of topics, but increases time efficiency. Governor Berlinberg added his support to the new structure and noted the importance of ensuring advisory representation from each of the campuses. Governor Proctor indicated faculty would support shortened discussion time and efficiencies.

Chair Zimlich indicated that there was a consensus for the new committee structure. At the request of the Chair, General Counsel Nosler explained that the bylaws are currently being reviewed and will be revised to include the new proposed committee structure. The revised draft bylaws will then be presented to the Board of Governors for review and adoption.

Chair Zimlich announced Governor Don Elliman has been selected to be the Interim Chancellor of the University of Colorado Denver and University of Colorado Anschutz Medical campuses. Governor Elliman had been re-appointed to the CSUS Board of Governors by Governor Hickenlooper but had not yet been re-confirmed by the Senate Education Committee. While Governor Elliman will ultimately resign from the CSUS Board of Governors to avoid any appearance of conflict of interest, Chair Zimlich discussed with Governor Elliman remaining on the Board through the completion of the Chancellor search since Governor Elliman has been an integral part of that process. The Board expressed support for Governor Elliman remaining on the CSUS Board of Governors through completion of the Chancellor search and extended their congratulations to Governor Elliman on his new appointment at the University of Colorado.

Chair Zimlich recounted highlights from the National Western Stock Show and thanked Governor Johnson, Governor Makepeace, Governor Tate, and Governor Berlinberg for participating in the events at the CSU Day at the National Western Stock Show. He also acknowledged Governor Horrell who had planned to attend but had to cancel.

Chair Zimlich reported that the CSU Founders Day at the Capitol was scheduled for Friday, February 10, 2012, and asked President Frank to describe the day's events. President Frank reported that the annual event started three years ago to recognize the founding of CSU in 1870 and to provide an opportunity to highlight at the Capitol the work of the CSU campuses. Kyle Henley, CSU Director of Denver Public Relations, outlined the day's activities and invited the Board to participate. President Frank described the Founders Day activities to take place on the CSU-Fort Collins campus and reported Patricia Stryker will be honored as the third recipient of the Founders Day award.

Chair Zimlich asked for a motion to move into Executive Session. **Motion:** Governor Haselden made the motion, Governor Flores seconded, and the motion was carried. General Counsel Nosler read the meeting of the full Board into Executive Session at 8:25 a.m. At 9:40 a.m. the Evaluation Committee convened in the Executive Session and adjourned at 10:10 a.m. The Board meeting reconvened in Open Session at 10:15 a.m.

## **FACULTY AND STUDENT REPRESENTATIVE REPORTS**

Governor Kristina Proctor, Faculty Representative, CSU-Pueblo, reported a faculty subcommittee is working on the Faculty Handbook and will submit the revisions to the Academic Affairs Committee in April. The Faculty Senate was approached by the Student Fee Governing Board (SFGB) for an additional

faculty representative to the SFGB to help address student concerns on fees. A vote of endorsement for the method of course/teacher evaluation will be held in March.

Governor Proctor reported the Institutional Effectiveness Committee presented recommendations based on a study of the campus email system. The Faculty Senate voted to endorse language to remind students of the official policy and there are infrastructure changes are being planned. Chair Zimlich inquired as to whether other means of electronic communications have been explored. Governor Proctor confirmed there are a multitude of other methods utilized for communication with students including "snail mail."

Governor Proctor reviewed the pros and cons of faculty unions outlined in notes from an American Association of University Professors (AAUP) meeting that were distributed to CSU-Pueblo faculty. She reported President Di Mare has been meeting with faculty, individually and in groups, and the majority of faculty are pleased with the current leadership. Governor Proctor concluded her report by commenting on the complementary nature of the CSU System as illustrated through the recent success of a CSU-Pueblo student who has been admitted to the Veterinary School at CSU-Fort Collins.

Governor Carole Makela, Faculty Representative, CSU-Fort Collins, reviewed the agenda items from the February Faculty Council meeting and reported the new Athletic Director will be meeting with Faculty Council in April. She expressed appreciation by the faculty for the work done by the Board and System staff in approving the Preface for the Faculty Handbook. The Professional Development Institution was held January 9-11, 2012, on campus, with over 1,000 faculty and staff in attendance with each attending an average of three to four sessions.

Governor Makela provided descriptions of the CSU faculty and faculty teams awards for which nominations were due February 1, 2012. The Faculty Council through its Executive Committee worked on the evaluation of its officers and the university grievance officer with the evaluations reported to the appropriate administrator. The budget hearings were both simulcast and attended in person to hear how the various units would handle 3% and 6% reductions. Governor Makela noted that larger classes will put a strain on the academic units.

Governor Isaiah McGregory, Student Representative, CSU-Pueblo, reported an Alcohol and Other Drug (AOD) program to educate students on consequences of drug use has been implemented and is being financed through student fees and a grant. The student fee review process is underway and there are proposals for different ways to administer program fees. The Walking Stick apartments are currently at maximum capacity and there is a waiting list for the apartments. The Student Leadership Experience conference and Association of Student Government Breakout Session were held in Colorado Springs providing a learning opportunity to become better leaders.

Governor McGregory reported students are pleased with the completed expansion of the Student Recreation Center. He announced Head Football Coach John Wristen was named the 2011 National Coach of the Year by American Football Monthly magazine. Governor McGregory congratulated the football team on their championship season and reported all sports programs are doing well.

Governor McGregory reported CSU-Pueblo received a Providing Opportunities to Excel (PROPEL) grant to support the Science, Technology, Engineering and Mathematics (STEM) students outside of the classroom. He reported students are very satisfied with Dr. Di Mare and extended their gratitude to Dr. Di Mare for her work. Governor McGregory concluded his report by thanking the Board for selecting a great CSU-Pueblo President. Governor Horrell thanked Governor Proctor and Governor McGregory for their leadership during the transition period and noted their working together has been a model for the attitude to help move the institution forward.

Governor Eric Berlinberg, Student Representative, CSU-Fort Collins, introduced Rachel Roberson, Vice President, Associated Students of Colorado State University (ASCSU), and Chase Eckerdt, Director of Governmental Affairs, ASCSU. Governor Berlinberg reported the new Late Night Bus Service partnership program, funded through various sources including ASCSU, was implemented the previous weekend. The annual CSU Student Advocacy Day will be hosted by the ASCSU on March 5, 2012, at the State Capitol, and provides an opportunity for students to meet with state legislators and discuss higher education issues.

Governor Berlinberg explained the Tuition Task Force, composed largely of students from other non-governance groups involved in student life, e.g., Greek life and student diversity groups, provides an opportunity for the ASCSU to educate the general student population on the annual tuition budgeting process. He shared a sampling of the responses received from a Tuition Task Force survey on perceptions on student life and academic experience sent to 4,000 students.

Governor Berlinberg reported the Student Fee Review Board, that is 100% run by students with support by ASCSU advisors, are working on a potential 3% increase in student fees to support the salary increases. Recommendations for student fees for Fiscal Year 2013 should be available at the May Board meeting. Governor Berlinberg reported the ASCSU is working with the Stadium Advisory Board and the Center for Public Deliberation and will be compiling the feedback being solicited from students.

Chase Eckerdt, Director of Governmental Affairs, ASCSU, explained that the ASCSU is the only student government in the state that has a full-time lobbyist and has a strong vocal presence at the legislature. Currently the ASCSU is tracking 15 to 20 bills and is working closely with the CSU administration.

In response to a question on the student fee process, President Frank explained that there are up to three separate student bodies that look at student fees. The University Facility Fee Advisory Board makes recommendations on some fees to the Student Fee Review Board that forwards the recommendations to ASCSU for review. The ASCSU forwards recommendations to the CSU-Fort Collins administration, which packages the fees into the budget presented to the Board of Governors for approval. President Frank noted only the Board can approve student fees.

Governor Tate inquired as to what percentage of the student body participates in the elections. Governor Berlinberg responded that the elections are held in early April with last year 26.5% of students participating and this year's goal is 30% participation. Governor McGregory reported the CSU-Pueblo student government elections are held during the same time period with 25-28% participation last year. Governor Horrell commented that the retreat provided the Board an opportunity to become better acquainted with the student representatives and noted that their leadership experience has been positive for both the student representatives individually, and for the Board and the CSU System. She thanked Governor Berlinberg and Governor McGregory for the privilege of working with them.

### **STRATEGIC PLAN UPDATE**

Chair Zimlich reported the strategic plan updates were included in the Board Books. Responding to a question on the Higher Learning Commission site visit to CSU-Global, President Takeda-Tinker reported that the visit on January 23-24, 2012 was held as planned and there were no recommendations or follow-up items. The response letter due March 26<sup>th</sup> will be shared with the Board.

### **PRESIDENTS AND CAMPUS REPORTS**

President Lesley Di Mare, CSU-Pueblo, expressed appreciation for all of the support during the transition to her leadership. She reported that CSU-Pueblo is the lone U.S. pilot site for the Mask Ed nursing simulation technology and introduced Dr. Hector Carrasco, Dean of the College of Education,



Engineering & Professional Studies, and JoAnn Crownover, Assistant Professor of Nursing. Professor Crownover circulated a demonstration prop and introduced Enrico Espinoza who was there to help demonstrate the new simulation strategy. Professor Crownover explained how the masks allow for an enhanced teaching experience with the educator directing the learning from behind the silicon mask. She concluded her presentation by asking “Enrico,” played by Angela Wilkerson, Lab Resource Coordinator for the Nursing School, to unmask and introduced her to the Board.

President Di Mare reported the External Affairs unit earned the Gold Award in Excellence in Multimedia for the TWOLF Portal; the Music Department was featured at Colorado Music Educators at the Broadmoor; and the Arbitron rankings estimate that 27,000 listeners tune in for an average of 8 hours weekly to “REV 89,” the CSU-Pueblo radio station. She commented on the success of the football program and explained how CSU-Pueblo faculty and students are embedded within and serve the community and southern Colorado.

President Di Mare reported a Request for Documented Quotes (RDQ) has been issued for a search consulting firm for the positions of Vice President for Finance and Administration, and Provost/Vice President for Academic Affairs. The student recreation center expansion was completed and well received. President Di Mare reported on giving her first Spring Welcome Address and her plans to hold Town Hall and community group meetings.

President Becky Takeda-Tinker, CSU-Global Campus, reported that, as of December 31, 2011, there have been 690 graduates from CSU-Global. Board members were invited to participate in the second CSU-Global graduation to be held on April 28, 2012 at the Boettcher Concert Hall. With the start of the January 2012 term, there are currently 5,000 actively enrolled students at CSU-Global.

President Takeda-Tinker reported CSU-Global will meet or exceed financial goals with the year-to-date revenues at \$16.3 million with a \$22.6 million fiscal year goal; and year-to-date net revenues at \$5.5 million with a fiscal year goal of \$8 million. The target overall tuition collection rate goal is 97%.

President Takeda-Tinker reported the Higher Learning Commission site visit went well and the site visit team members commented favorably that none of the reviewers had ever had written a report with no recommendations or follow-up items from a site visit. The response letter is due by March 26<sup>th</sup> and all final process items are to be completed by May.

President Takeda-Tinker reported the alumni survey has been finalized and filed with the State of Colorado. She reviewed responses to specific survey questions and noted that overall CSU-Global alumni found their degrees to be helpful in facilitating their success in the marketplace.

Responding to questions, President Takeda-Tinker explained a general AAS/AGS to BS articulation agreement with the Colorado Community College System was needed before proceeding to work with each individual institution on each individual AAS/AGS degree to determine the level of transferability. New degrees will be developed in response to needs and the Governing Council has met to approve the next eight degrees to be reviewed. Return on investment will be included on the next alumni survey with the expectation to see the true measure for increase in earnings. Meetings with various groups provide opportunities to shape the curriculum and define what is most cost-effective and successful for adult learners.

President Tony Frank, CSU-Fort Collins, distributed the *2011-12 Fact Book* for CSU-Fort Collins that is available online on the university’s comprehensive accountability web page and noted this report does not replace the financial accountability report that is updated annually and specifically addresses the institution’s financial stewardship. An *Information for International Students 2012-13* booklet was distributed.

President Frank reviewed highlights from his written President's Report, noting that the recent prestigious faculty awards received demonstrate the high quality of the faculty and reflect the positives of the university such as student success, graduation rates, and research activities. He commented on the importance of the CSU partnership with the National Western Stock Show. A *Report on Campaign Impact* was distributed that included information on facilities, scholarships, and endowed Chairs and Professorships that have an impact on achieving the mission of the institution. President Frank reported that an honorary degree was conferred on Peter Coors through the College of Business at the December commencement.

President Frank summarized the CSU Extension Survey, reporting that the goal has been to improve the integration and value of the extension program statewide. He explained the extension program funding model and that, rather than "push out the program" to the counties, the approach has been to meet with the county commissioners to determine what services are needed in their respective counties. President Frank reported the survey reflects improvements made and two counties that have not participated before have opted into the extension program, bringing the total to 60 out of 64 counties participating. He provided an overview of the extension programs, including youth development with 4H being the largest program, nutrition-based programs, and master gardener programs; programs focused on specific geographic areas; three statewide regions that allow for supplying expertise which the counties individually could not afford; and the biggest growth area in the community development activities.

Governor Horrell commended President Frank and the university on the success of the *Campaign for Colorado State University* and extended congratulations for accomplishing the campaign goal six months early. Governor Johnson commended President Frank and the university on the excellence in teaching, extension programs, and research that the institution provides to the State of Colorado. President Frank accepted the accolades on behalf of the university.

President Frank asked Amy Parsons, Vice President, University Operations, CSU-Fort Collins, to provide an update on strategic partnerships. Ms. Parsons described the benefits and achievements made through the university's first strategic partner, Coca Cola, and the second strategic partnership with Office Max. Ms. Parsons provided an overview of a third major strategic partnership that has been negotiated with Hewlett-Packard and pointed out these strategic partnerships provide an additional revenue stream. President Frank noted these strategic partnerships will continue to be expanded and developed and the benefits can be spread across the CSU System.

President Frank explained that certain administrative positions including officers at the university are exempt from the State Personnel System by Colorado law and the officers of the institution are defined by the Board of Governors, not by the statute. **Resolution:** With the institutional changes since the officers were last approved in July, 1977, a resolution was presented to the Board of Governors to update those positions defined as officers. **Motion:** Governor Makepeace moved to approve the resolution. Governor Horrell seconded the motion and suggested this same action may need to be completed for both CSU-Pueblo and CSU-Global. The motion was unanimously carried.

The Board of Governors meeting was adjourned for lunch at 11:45 a.m. and reconvened in Open Session at 12:15 p.m.

## **COMMITTEE REPORTS**

**Academic Affairs:** Committee Chair Dorothy Horrell reported that the Academic Affairs Committee reviewed and recommended approval of the consent agenda items listed on the agenda. The committee also reviewed faculty workload reports, and the Provosts and Dr. George Dennison, CSUS Chief Academic Affairs Officer, have continued working to ensure the same standards are being applied for the

workload reports from the different campuses. She noted that the faculty workload reports reflect the institutions are relying more on adjuncts due to finances and there was discussion on how this may impact academic quality.

Committee Chair Horrell reported the committee also discussed the Postsecondary and Workforce Readiness (PWR) Endorsed Diploma program that is a state initiative to examine academic preparation for high school graduates to ensure success in college and careers. She asked Dr. Dennison, who is serving on a PWR Task Force, to provide an update.

Dr. Dennison reviewed the process to develop the PWR Endorsed Diploma required by state statute that certifies college readiness by completion of coursework to meet all admission requirements for open, modified, and moderately selective Colorado higher education institutions. He explained that outcome learning assessments protocols would be completed to establish that remedial coursework is not needed. Additionally the students would take coursework to follow an individual career plan and demonstrate mastery of certain 21<sup>st</sup> Century life skills and academic excellence in three areas during the pilot year and four areas thereafter.

**Motion:** Committee Chair Horrell made the motion for the Board to endorse the concept of the PWR Endorsed Diploma to assure academic preparation. CSU-Fort Collins as a selective institution would have the option to participate and CSU-Pueblo as a moderately selective institution would assure admission. Dr. Dennison reported approval by all of the higher education governing boards is needed before implementation in the Fall 2013 with a two-year pilot project and explained that a joint resolution by the CCHE and Dept. of Higher Education is expected by May 2012. Governor Tate seconded the motion and the motion was unanimously carried.

Committee Chair Horrell reported that the Academic Affairs Committee subsequently received a request for a new degree program, Plan C Master of Professional Natural Sciences, which ordinarily would be reviewed during the committee meeting but, due to timing, was approved electronically for advancement as a consent agenda item. She noted that extensive background information was provided in the Board book. Rigorous analysis was completed to ensure there are sufficient revenues and that the new degree program satisfies the mission of the institution.

Committee Chair Horrell concluded by expressing on behalf of the Board appreciation to Dr. Dennison for his outstanding assistance in creating a new, important function of the Board governance responsibilities by providing structure and guidance in developing the Academic Affairs Committee. She commented that Dr. Dennison, as a noted scholar, has added great value to the CSU System and his recently published article in *Innovative Higher Education* was included in the Board book.

**Audit Committee:** Committee Chair Scott Johnson reported that at the Audit Committee meeting an outside auditor presented the audited financial report that had no exceptions or recommendations. He reported Allison Horn, CSUS Auditor, and President Lesley Di Mare, CSU-Pueblo, have made progress on the past audit recommendations for CSU-Pueblo. Ms. Horn added that she had reported on special projects conducted by the Internal Auditing office and provided a detailed description on the audit of Parking Services for CSU-Fort Collins. Governor Makepeace commended Ms. Horn and CSU administration on the outstanding financial audit results.

**Real Estate Committee:** Committee Chair Ed Haselden reported that Amy Parsons, Vice President, University Operations, CSU-Fort Collins, explained to the committee the exploratory process for the possibility of the budgeting and design for a new football stadium. The conceptual information to understand the feasibility will be reviewed by CSU administration and brought to the Board of Governors for an update and/or for possible decisions in the future. Committee Chair Haselden noted that no state funds, taxes or tuition will be used and the initial study will be 100% funded by private donations.

Committee Chair Haselden reported the committee also received an update from Kathleen Henry, President/CEO, CSU Research Foundation, on the process for the appointment and recruitment of an Interim Director for Real Estate with the goal of hiring a Director of Real Estate by early summer.

The committee reviewed and moved forward for Board approval of two action items. **Resolution:** The first resolution for action was the sale of five acres at the Foothills Campus to the Soldier Canyon Filter Plant. The action was originally approved in December 2009 and then rescinded. Approval was recommended to move forward with the sale. **Motion:** Governor Johnson moved to approve, Governor Flores seconded, and the motion was carried.

**Resolution:** Committee Chair Haselden reported the second resolution forwarded for Board approval was a long-term lease with no ongoing costs of 36 acres in Weld County to the United States Department of Agriculture-Agricultural Research Service (USDA-ARS) for cooperative water management research. CSU would participate in the long-term cooperative research projects. **Motion:** Governor Tate moved to approve, Governor Horrell seconded, and the motion was carried.

**Finance Committee:** Chair Zimlich noted that Governor Tate was appointed as Chair for the February 8, 2012, Finance Committee meeting since Governor Elliman was unable to attend. Governor Tate reported the committee reviewed two discussion items and three resolutions. The committee received updates on the Fiscal Year 2013 budget by the System staff and the campus presidents with no perceived significant changes. The Board will receive an update if additional refinements are identified by the new leadership at CSU-Pueblo. The Finance Committee reviewed the 2<sup>nd</sup> quarter consolidated income statement, and the CSU System and campuses appear to be on-target compared to budget projections.

Governor Tate reported that there was a presentation by Rich Schweigert, CSUS CFO; Robert Osika, CSUS Treasurer; and Stephanie Chichester, financial advisor from North Slope Capital, on two bond resolutions. **Resolution:** Governor Tate explained the parameters and authorizations outlined in the refunding resolution stipulate that refunding will proceed only if no less than 3% in aggregate savings can be generated through refunding. **Motion:** Governor Haselden moved to approve the resolution, Governor Flores seconded, and the motion was carried.

**Resolution:** Governor Tate reviewed the parameters, authorizations, and additional authorizations outlined in the 2012A Bond Authorization resolution. **Motion:** Motion to approve the resolution was made by Governor Tate and seconded by Governor Horrell. Governor Makepeace inquired as to how additional projects could be incorporated if any projects are identified. Chair Zimlich indicated that, depending on the project, an electronic meeting could be conducted. The motion to approve the resolution was unanimously carried.

**Resolution:** Governor Tate reviewed the resolution for indemnification of First National Bank in its corporate cash management agreement with Colorado State University. **Motion:** Governor Flores made the motion to approve and Governor Johnson seconded. The motion carried with Governor Horrell recusing herself from the vote.

**Chancellor Search Advisory Committee:** Chair Zimlich reported the committee reviewed the search process and is currently conducting preliminary review of candidates. The next committee meeting is scheduled for February 14, 2012, to review the candidate pool and select candidates for initial interviews.

## **CONSENT AGENDA**

**Motion:** Governor Johnson made the motion to approve the consent agenda. Governor Tate seconded and the motion was unanimously carried.

## **INSTITUTIONAL DISCUSSION ITEMS**

Rich Schweigert reported the CSUS legislative team convenes every Tuesday morning to monitor and discuss current bills and that it is an extremely active legislative year with 400 bills introduced, of which 82 bills are being tracked by CSUS. Mr. Schweigert reviewed the highlights of the higher education bills including HB12-1220 that would establish a governance structure for CSU-Global Campus and expand the CSU Board to include two advisory board members from CSU-Global.

Governor Tate reported he received a call from a state legislator inquiring if CSUS would be supportive of SB12-015 that would create a new tuition class for qualified undocumented students. Mr. Schweigert explained that historically, with a few exceptions, CSUS generally remains neutral on legislation. Following discussion on the concept of the legislation, Mr. Schweigert was asked to send the bill and an assessment of the pros and cons electronically to the Board, and to keep the Board apprised on the bill as modifications are made. Chair Zimlich reported the Board could hold a special teleconference meeting to further discuss whether to support the concept of the special tuition classification.

Mr. Schweigert reported that the higher education budget was reduced in November 2011 by \$60 million but \$30 million has subsequently been restored to financial aid and efforts continue to restore the remaining \$30 million.

## **REPORT OF THE CHAIR (continued)**

Chair Zimlich reviewed the list of upcoming CSUS events including the May Regular Committee and Board meetings and the June Board Retreat at Pingree Park.

Based on the decision at the February retreat to conduct verbal evaluations at the end of Board meeting, Chair Zimlich asked for feedback. Governor Tate expressed that the retreat was helpful and he supported the new committee structure with concurrent sessions. He offered to provide suggestions to improve the Board books. Governor Makepeace commented that the retreat started out slowly but she liked the idea of carving out time for unstructured conversation. Chair Zimlich asked that any handouts be placed on the table at each Board member's place before the meeting to avoid distractions during the meeting.

With no further business to conduct, the meeting was adjourned at 1:50 p.m.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM**  
**Minutes of the Board of Governors Special Meeting (Via Conference Call)**  
**March 1, 2012**

**CSUS Board Conference Room**  
**410 17<sup>th</sup> Street, #2440**  
**Denver, Colorado**

**CALL TO ORDER**

Board Chair Joseph Zimlich called the public meeting via conference call to order at 12:04 p.m. Sheila Trice Bell, Executive Secretary to the Board of Governors, read roll call.

**ROLL**

**Governors present:** Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Don Elliman, Treasurer; Dennis Flores; Scott Johnson; Mary Lou Makepeace; Penfield Tate III; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins

**Governors excused:** Ed Haselden, Secretary; Patrick McConathy; Isaiah McGregory, Student Representative, CSU-Pueblo

**Administrators present:** Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Michael Nosler, CSUS General Counsel

**Board of Governors Staff present:** Sheila Trice Bell, Executive Secretary to the Board of Governors; Sharon Teufel, Executive Assistant

**System Staff present:** Adam Fedrid

**Guests:** Craig Beyrouthy, Dean, College of Agricultural Sciences, CSU-Fort Collins; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Ajay Menon, Dean, College of Business, CSU-Fort Collins

**PUBLIC COMMENT**

Chair Zimlich asked if there was any public comment, of which there was none.

**MEETING AGENDA**

Chair Zimlich reported that the meeting was called to discuss the tuition differential for undocumented students and to consider candidates for honorary degrees.

**TUITION DIFFERENTIAL**

Chair Zimlich explained that the primary purpose of the discussion was for the Board to consider support for the concept of a tuition category for undocumented students defined as the standard resident tuition rate plus the Colorado Opportunity Fund stipend. He explained that the Board would not be supporting

Senate Bill 12-015 (SB 12-015) but instead would be discussing support of the concept of SB 12-015. The draft SB 12-015 was emailed with a summary to the Board.

Chair Zimlich noted that CSU as the state's land grant institution and CSU-Pueblo as the only designated state Hispanic Serving Institution both have the mission to provide access to affordable higher education to qualified students. General Counsel confirmed the discussion parameters and noted he was available to answer questions on the proposed legislation. Chair Zimlich asked the Presidents to provide perspectives on the implications for the campuses of an additional tuition classification.

President Tony Frank, CSU-Fort Collins, explained that philosophically there are no problems with the concept of an additional tuition category. The fundamental principle of a land grant institution is to grant access to someone who has earned the opportunity access to higher education. Calculations could be extrapolated on the benefits to society. Operationally there were no concerns but some modifications in terms of the admissions process, such as requiring specific documentation, modifications to forms, and staff time, would be needed, but the implementation process would not be significant. President Frank did not expect a surge in enrollment that would increase revenues or demands on the system so the fiscal impact would be minimal. He noted that there were probably less than ten students at CSU-Fort Collins that would fall under this category.

President Lesley Di Mare, CSU-Pueblo, indicated that there may be ten to twelve students who might fall into this category at CSU-Pueblo and she did not anticipate an increase or decrease in the number of students. Operationally, the impact should not be significant but new coding and modification of forms and internal reports would be necessary. The community impact psychologically could be significant with more than 48% of the Pueblo population being Hispanic. President Di Mare remarked that the mission of CSU-Pueblo is to offer access to educate students.

President Becky Takeda-Tinker, CSU-Global, reported there is no tuition differential for CSU- Global. Consequently at this time there is not residency requirement and therefore there would be no impact. With 22 percent of enrollment for the underserved, there could be a psychological impact.

Governor Tate asked General Counsel for clarification on whether SB 12-015 would violate federal law on immigration policy, specifically in reference to state benefits for undocumented persons. General Counsel indicated that the specifics of the bill on state eligibility for benefits satisfy federal requirements.

Chair Zimlich confirmed that purpose of the conference call was to determine if the Board supports the *concept* of an additional tuition classification, but not the specifics of the legislation, provided the concept is consistent with federal and state law. General Counsel Nosler read a proposed resolution of support for an additional classification of tuition for qualified undocumented students. **Resolution and Motion:** Governor Horrell made the motion to approve and Governor Tate seconded.

Governor Flores asked for clarification on how Board support of the concept would be reconciled with the legislation. General Counsel Nosler explained that the bill is currently in the third reading in the State Senate and has not yet moved out of the Senate because efforts are being made to reconcile legal issues in the current draft which is one reason to focus on endorsing the concept. Chair Zimlich added that the Board does not track specific changes in legislation. Therefore by supporting the concept instead of the specific bill the Board would not have to convene again to address the issue. He noted the CSUS legislative team will continue to monitor the legislation. **Motion Approved:** With no further questions or discussion, the Chair called for the vote and the motion was unanimously carried.

## **EXECUTIVE SESSION**

Governor Flores moved to convene in Executive Session, Governor Tate seconded, and the motion was unanimously carried. General Counsel read the meeting into Executive Session at 12:36 p.m. in accordance with the meeting notice. Sheila Trice Bell, Executive Secretary to the Board of Directors, confirmed that administrative staff would remain on the call for the Executive Session.

The Board reconvened in Open Public Session at 12:42 p.m. **Resolution and Motion:** General Counsel Nosler read the proposed resolution to approve the awarding of two honorary degrees, both a Doctor of Humane Letters, Honoris Causa, at the May 2012 CSU commencement to the qualified individuals identified and discussed during the Executive Session. **Motion Approved:** Governor Flores made the motion to approve, Governor Horrell seconded, and the motion was unanimously carried.

Chair Zimlich thanked the Board for participating in the Special Meeting and the meeting was adjourned at 12:44 p.m.



**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES  
CSUS System Office, Denver  
10 April 2012  
MINUTES**

**CALL TO ORDER**

D. Horrell, Chair, called the meeting to order at 10:00, A.M.

**ROLL**

**Committee Members Present:** M L. Makepeace, Board Member; C. Makela, CSU-Fort Collins Faculty Representative (telephone); and K. Proctor, CSU-Pueblo Faculty Representative.

**Others:** G. M. Dennison, CSUS Chief Academic Officer; S. Bell., Executive Secretary to the Board; J. Bellum, Provost, CSU-Global; R. Miranda, Provost, CSU-Fort Collins; R. Kreminski, Interim Provost, CSU-Pueblo; S. Teufel, Assistant to the Executive Secretary

**SYSTEM ITEMS**

G. M. Dennison, Chief Academic Officer, reviewed the Campus Items proposed for placement on the Board Agenda as Consent Items:

**A. CSU-Fort Collins**

1. Section K, Faculty Handbook: The Board approves revisions of the Faculty Handbook since it contains a number of campus policies implementing Board policies. As such, the Handbook becomes a part of the contract between the faculty member and the University. This Consent Item involved a revision of the Grievance Process, cleaning up detail and clarifying issues with regard to the use of University Mediators. General Counsel has reviewed the revision and found no problems. The Committee agreed to recommend the revisions for approval by the Board.
2. Section D, Faculty Handbook: The Board approves revisions of the Faculty Handbook since it contains a number of campus policies implementing Board policies. As such, the Handbook becomes a part of the contract between the faculty member and the University. This Consent Item involved a revision of the campus travel policy made necessary because of the exemption of the University System from the state policies. General Counsel has reviewed the revision and found no problems. The Committee agreed to recommend the revision for approval by the Board.
3. Spring 2012 Graduates: The Board reserves the authority to approve the conferral of degrees on all students who have fulfilled the requirements. The Committee agreed to recommend approval by the Board.
4. New Program Proposal, Master of Tourism Management: The Board reserves the authority to approve all new program proposals. The Master of Tourism Management (MTM), a professional master's degree program proposed by the Warner College of Natural Resources with cooperation from the College of Business, prepares managers of natural-resource-based tourism. As a Plan C Degree program, the MTM involves all coursework, with no thesis or professional paper. The program requires students to take coursework in related natural resource areas – with several new courses proposed for this program -- supplemented by management courses from the College of Business. Dennison explained the program, finding

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the curricular design and assessment protocols satisfactory and the budget adequate for the program, assuming enrollments meet the targets. The Department does not require additional resources immediately to mount the program, has interacted and consulted with representatives of the tourism agencies and industry, and has identified a healthy student market. The Committee agreed to recommend approval by the Board.

5. Proposal for New Special Academic Unit, The Molecular, Cellular, and Integrative Neurosciences Program (MCIN): The Board reserves the authority to approve all new academic programs and all structural or name changes to academic units and programs. CSU, Fort Collins, received approval by the Board during the last year for the creation of special academic units to house and manage emerging interdisciplinary programs. The MCIN Program has existed informally for a number of years with the cooperation of several Departments in two Colleges, enabling interested students to enroll in related courses and laboratories to broaden their expertise in this emerging interdisciplinary field in neurosciences. The creation of the MCIN Unit will allow it to offer academic courses and a degree program in time. The proposal does not require additional resources at this time, since the program has existed for some time. The Committee agreed to recommend approval by the Board.
6. Sabbatical Leave Revisions: The Board currently reserves the authority to approval all sabbatical leaves and any revision to approved sabbatical leaves. The recipient in this instance requests a delay from Fall Semester 2012 to Spring Semester 2013. The Committee agreed to recommend approval by the Board.
7. Faculty *Emeritus* Appointments: The Board reserves the authority to approve conferral of *emeritus* status upon retiring members of the faculty. The Committee agreed to recommend approval by the Board. The Agenda includes copies of summaries of the accomplishments of the new *emeriti*.
8. Excellence in Undergraduate Teaching Award: In Executive Session, Provost Miranda identified the CSU-Fort Collins campus nominee for the Board's Excellence in Undergraduate Teaching Award. The Committee received the nomination during Executive Session to protect the confidentiality of the designee until the campus announcement of the award winner during the campus honors ceremony in late April. Acting for the Board, the Committee approved the nomination and will secure ratification by the Board. The Board will bestow the award during the May meeting.

**B. CSU-Pueblo**

1. Faculty Emeritus Appointments: The Board reserves the authority to approve conferral of *emeritus* status upon retiring members of the faculty. The Committee agreed to recommend approval by the Board. The Agenda includes a copy of summary of the accomplishments of the new *emerita*.

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2. Spring 2012 Graduates: The Board reserves the authority to approve the conferral of degrees on all students who have fulfilled the requirements. The Committee agreed to recommend approval by the Board.
3. Excellence in Undergraduate Teaching Award: In Executive Session, Provost Kreminski identified the CSU-Pueblo campus nominee for the Board's Excellence in Undergraduate Teaching Award. The Committee received the nomination during Executive Session to protect the confidentiality of the designee until the campus announcement of the award winner during the campus honors ceremony in late April. Acting for the Board, the Committee approved the nomination and will secure ratification by the Board. The Board will bestow the award during the May meeting.

**C. CSU-Global**

1. Spring 2012 B Graduates: The Board reserves the authority to approve the conferral of degrees on all students who have fulfilled the requirements. The Committee agreed to recommend approval by the Board.
2. Faculty Guidebook: The Board reserves the authority to approve the Faculty Guidebook and any revisions to it even though the CSU-Global Guidebook does not become part of the University's contract with the individual faculty members. Nonetheless, the Guidebook contains important information for the faculty member about University expectations and a variety of other matters, including a grievance review process. This Consent Item includes the Guidebook for its initial review for approval by the Board. General Counsel has reviewed the Guidebook and found no problems. The Committee agreed to recommend the revisions for approval by the Board.

**Reports**

**A. CSU-Fort Collins**

1. Report on Learning Outcomes Assessment Instruments: During the December meeting, Board Members requested more information about the processes and instruments for learning outcomes assessments on the campuses. Provost R. Miranda reviewed the various process and instruments used by CSU-Fort Collins, to assess student learning outcomes, including PRISM, program reviews, the National Survey of Student Engagement (NSSE), alumni surveys, special accreditation, regional accreditation, University Strategic Planning, the Collegiate Learning Assessment (CLA) and others at the Department level. PRISM and program reviews focus by and large on outcomes in the major, while the CLA and certain Department instruments seek to probe the outcomes of the general education program. The Committee found the information highly useful and informative. In the future, the CAO and the Provosts will develop a format to report the results of learning outcomes assessments meaningfully to the Committee and the Board. The Committee discussed the report at some length and accepted it.
2. Program Review Process Report: Provost Miranda reported on a confidential report focused on the program review process at several universities, including CSU-Fort Collins. The review gave high compliments to the University for the design and features of its review process. Miranda

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summarized the process, noting the provisions to “close the loop” and assure that review findings and results inform the planning and budgeting processes. The Committee commended Provost Miranda and the University and accepted the report.

3. Promotion and Tenure Report: The Board has delegated to the Presidents the authority to approve promotions and tenure for faculty candidates reviewed in accordance with Board approved campus policies and report the results to the Board. The President approved the recommendations for 80 candidates, with no denials, although two candidates for promotion opted to withdraw and apply for consideration at a later date. The Committee accepted the report.
4. Schedule of Accreditations: Board Policy calls for advance notice of upcoming accreditations during the May meeting of the Board. The Committee accepted the report of listed impending accreditations.

**B. CSU-Pueblo**

1. Report on Learning Outcomes Assessment Instruments: During the December meeting, Board Members requested more information about the processes and instruments for learning outcomes assessments on the campuses. Provost R. Kreminski reviewed the various process and instruments used by CSU-Pueblo to assess student learning outcomes, including Institutional Effectiveness Committee reviews and reports (that replaced PRISM at Pueblo), program reviews, the National Survey of Student Engagement (NSSE), alumni surveys, special accreditation, regional accreditation, the ETS Proficiency Profile ETS-PP), the Critical Thinking Skills Assessment Test (CTSAT), and locally-designed rubrics for writing assessments. As with Fort Collins, the EFC reviews and program reviews focus by and large on outcomes in the major, while the ETS-PP and CTSAT and certain Department instruments seek to probe the outcomes of the general education program. Provost Kreminski stressed the steps taken to “close the loop” and assure that the findings and results inform the planning and budgeting processes. The Committee found the information highly useful and informative. In the future, the CAO and the Provosts will develop a format to report the results of learning outcomes assessments meaningfully to the Committee and the Board. The Committee discussed the report at some length and accepted it.
2. Schedule of Accreditations: Board Policy calls for advance notice of upcoming accreditations during the May meeting of the Board. The Committee accepted the report of listed impending accreditations.

**C. CSU-Global**

1. Report on Learning Outcomes Assessment Instruments: During the December meeting, Board Members requested more information about the processes and instruments for learning outcomes assessments on the campuses. Provost J. Bellum reviewed the various process and instruments used by CSU-Global to assess student learning outcomes. The CSU-Global assessment process is fully automated and integrated into the classroom and course

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management system the University has implemented. Since the University only offers courses and enrolls students online, it has the opportunity to collect data on all students and courses within the classroom and course management processes. The system automatically collects outcomes data in response to designated learning outcomes for maintenance in a searchable database simultaneously as the faculty members evaluates and marks the student work. As a result, the faculty member as well as the Coordinators and the Provost can search the data and identify problem areas needing attention. The maintenance of the data base also enables the Coordinators and Provost to establish benchmarks for learning attainment, identify deficiencies in learning outcomes, monitor the change process, and assure that change actually occurs in response to the findings. In addition, the University involves focus groups and alumni surveys, including that data into the database as well. Finally, the University administers the ETS-PP to assess critical thinking and other skills development, and the Noel Levitz Priority Survey for Online Learners (PSOL) to measure student satisfaction. The Committee found the information highly useful and informative, and commended CSU-Global and Provost Bellum for the creative use of technology in assessment. Members also urged the institution of System discussion groups to evaluate the potential for more widespread use of the technology. In the future, the CAO and the Provosts will develop a format to report the results of learning outcomes assessments meaningfully to the Committee and the Board. The Committee discussed the report at some length and accepted it.

**D. System**

1. Committee Meeting Schedule and Agendas and Board Calendar: Dennison reviewed the proposed Committee meeting schedule and list of Action Items and Reports by meeting dates, and the proposed Board calendar for reports, both discussed with the Board during the February Retreat. It needs mention that the schedule rests on the assumption that the Board will restructure the Committees as proposed during the Retreat as well. (If not, the items lend themselves to disaggregation to fit the Committee structure the Board approves.) The Committee meetings include not only the regularly scheduled items and reports, but also make room for items that cannot be planned by meeting, since they simply arise when the conditions warrant. The Board calendar of reports includes a suggested array of reports, frequently linked to Committee actions; however, the array of reports remains for Board determination in accordance with the Board annual plan of work. The Committee discussed and endorsed the proposals, including the proposed Committee structure. However, the Board will not consider these matters until the June Retreat.
2. PWR Diploma Report: Dennison reviewed the process to develop the Postsecondary and Workforce Readiness Endorsed Diploma required by Colorado statute. The Endorsed Diploma will certify that the recipient has satisfied all graduation requirements; meets the existing admission standards for open, modified open, and moderately selective Colorado institutions of higher education *without need for any remediation* but subject to possible

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placement depending on the major; has developed competencies in the use of the required 21<sup>st</sup> century skills; and has also demonstrated excellence in three academic areas – recommended to increase to four areas in 2016. Selective and highly selective institutions have only to accord priority consideration, as defined locally. If approved, districts have the discretion to choose whether to offer the opportunity for certification to graduates. However, implementation for such voluntary use requires the prior approval of the governing boards of Colorado institutions of higher education. The CU System, CSU System, Community College System, Fort Lewis, and Metro State have approved the Endorsed Diploma. The other boards will act in early May.

3. Performance Contract Metrics: Dennison reported on the initial meeting of DHE staff with System CFOs and CAOs to develop state metrics for the new Strategic Plan for Higher Education. The second meeting will occur on 17 April and will seek to establish how to measure for the attainment of state goals. The four goals are to increase degree attainment in Colorado to 60 percent by 2025, reduce the need for and change the delivery of remediation, eliminate or reduce the degree gap between the majority and minority populations (defining minority as economically disadvantaged, geographically isolated, and ethnically or racially distinct).and reduce tuition dependence to 50 percent of the cost while also increasing budgets to deal with the increased numbers of students. Committee members inquired about veteran status as an indicator of disadvantaged, and Dennison agreed to raise the suggestion with the DHE staff. Beginning in September, the negotiations will begin with the boards and institutions to set individual targets. The new contracts must be signed in December 2012.
4. Draft Amendment to Delegation Authority: The Draft Amendment proposes that the Board delegate to the President the authority to approve sabbatical leaves and revisions of them, *emeritus* appointment, and leave without pay request, with reports of these actions as appropriate to the Board.. Approval will make these personnel actions consistent with other personnel actions on the campuses. The Board reservation of appointment authority would then extend to Chancellor, System Officer, Presidents, and Vice Presidents (Provosts). The Committee endorsed the proposal but the Board will consider it during the June Retreat.
5. Draft Sabbatical Leave Policy: The Draft Policy will reflect approval of the Amendment to the Delegated Authority by recognizing that Presidents approve sabbatical leaves. The Committee endorsed the proposed Policy but the Board will consider it during the June Retreat.

**NEXT MEETING**

- Scheduled Date: To Be Determined. The June meeting of the Board is for Retreat, although some Actions will require attention (Promotion and Tenure Report form CSU-Pueblo).
- Place: To Be Determined.

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- Tentative Agenda Items for the August Meeting:
  1. Revision of Board Award for Excellence in Undergraduate Teaching Policy
  2. Proposal of Board Award for Excellence in Graduate Teaching Policy
  3. See the Scheduled Action Items for the August meeting of the Committee on Academic and Student Affairs
  4. Proposed formats for reporting Learning Outcomes Assessments
  5. Campuses must submit Agenda Items for Inclusion in the Agenda on or before 10 July 2012.

The Committee adjourned at 12:10, P.M.