

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
CSU System Office, 410 17th Street, #2440, Denver, Colorado
June 9, 2011**

CALL TO ORDER

The meeting was brought to order at 10:30 a.m. by the Chair of the Academic Affairs Committee, Dorothy Horrell.

ROLL

Committee members present: Don Elliman, Vice-Chairman; Dan Turk, CSU-Fort Collins Faculty Representative; Kristina Proctor, CSU-Pueblo Faculty Representative.

Administration present: Joe Blake, Chancellor; George Dennison, CSU System Chief Academic Officer

Board of Governors Staff present: Sheila Trice Bell, Executive Secretary to the Board.

Staff present: Rick Miranda, Provost, CSU-Fort Collins; Peter Dorhout, Provost, CSU-Pueblo; Jett Connor, Chief Academic Officer, CSU-Global; Sharon Teufel, Executive Assistant to the Executive Secretary to the Board of Governors.

Chairman Dorothy Horrell welcomed Kristina Proctor, the new Faculty Representative from CSU-Pueblo, and congratulated Dr. Peter Dorhout on his recent appointment as Provost at CSU-Pueblo.

Dr. George Dennison clarified the action items listed on the agenda were for action by the Academic Affairs Committee only and recommended that all action items be presented to the Board of Governors as consent items. Chairman Horrell noted there was not a quorum present to vote for official action and indicated that recommendations would be presented to the Board of Governors for their consideration and approval.

CSU-FORT COLLINS ACTION AND CONSENT ITEMS

At the request of Chairman Horrell, Dr. George Dennison began the review of the CSU-Fort Collins Academic Faculty and Administrative Professional Manual changes outlined in the meeting agenda and incorporated herewith by reference. Governor Don Elliman and Chairman Horrell expressed concerns on language contained in the preface. Professor Dan Turk explained the extensive review process in developing the preface and offered to provide the Board of Governors with relevant comparisons from other major universities and institutions. Dr. Dennison stated he would ask General Counsel Mike Nosler to again review the preface. Chair Horrell and Governor Elliman specified that the preface would be presented for discussion at the Board of Governors meeting.

Following the discussion on the preface, Dr. George Dennison reviewed the proposed changes to specific sections in the CSU-Fort Collins Academic Faculty and Administrative Professional Manual listed as action items on the agenda. He then explained the proposed changes to the CSU-Fort Collins Academic Faculty and Administrative Professional Manual by specific sections listed as consent items on the agenda.

Dr. George Dennison reviewed the remaining CSU-Fort Collins action items for the Academic Affairs Committee as follows:

- New Degree Program: Plan C Master of Applied Statistics (M.A.S.);
- New Degree Program: PhD in Occupation and Rehabilitation Science;
- Move Degree Program: MS in Watershed Stewardship to the Department of Ecosystem Sciences and Sustainability;
- Emeritus Rank designations;
- Revisions to Sabbatical Leave for 2011-2012.

CSU-PUEBLO ACTION AND CONSENT ITEMS

Dr. George Dennison described the proposed changes to the CSU-Pueblo Faculty Handbook listed as action items on the Academic Affairs meeting agenda and incorporated herewith by reference. He then reviewed the CSU-Pueblo promotion and tenure designations provided to the Academic Affairs Committee as consent items on the meeting agenda.

CSU-GLOBAL

Dr. George Dennison reported there were no CSU-Global items to be presented.

RECOMMENDATIONS FOR BOARD OF GOVERNORS APPROVAL

Chairman Dorothy Horrell thanked Dr. George Dennison for his presentation and commended the faculty and administrative staff for their work on the handbooks. She confirmed that the CSU-Fort Collins action and consent items, except for the preface in the CSU-Fort Collins Academic Faculty and Administrative Professional Manual, and the CSU-Pueblo action and consent items would be recommended by the Academic Affairs Committee to the Board of Governors for approval as consent items.

NEXT MEETING AND AGENDA ITEMS

The next Academic Affairs Committee was scheduled for July 12, 2011, at 10:30 a.m. Chairman Dorothy Horrell outlined upcoming agenda items as follows:

- A report at the July meeting on the various minority efforts active on the campuses with a concentration on SACNAS (Advancing Hispanics/Chicanos and Native Americans in Science) with the potential for a future presentation to the Board of Governors with a student presentation;
- Review of faculty salaries surveys completed by CSU-Fort Collins with comparative data from CCHC and by the Institutional Research Department at CSU-Pueblo (July meeting);
- Review of a proposal to enter into a relationship with an outside firm to recruit international students for CSU-Fort Collins (August meeting);
- Report on recent legislation to approve the financial aid and fee plans for the campuses that require approval by the Board of Governors.

Chairman Dorothy Horrell reported Dr. George Dennison is reviewing the Academic Affairs Committee calendar to ensure alignment on actions needed to be considered by the committee and by the Board of Governors.

There being no further business to conduct, the meeting was adjourned at 11:28 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
FINANCE COMMITTEE MEETING MINUTES
June 20, 2011**

CALL TO ORDER

Committee Chair Joseph Zimlich brought the meeting to order at 2:12 p.m.

ROLL

Committee Members present: Joseph Zimlich, Chair; Don Elliman; Dan Turk; Isaiah McGregroy

Board Members Present: Dennis Flores; Ed Haselden; Dorothy Horrell; Scott Johnson; Mary Lou Makepeace; Patrick McConathy; Penfield Tate III; Kristina Proctor, CSU-Pueblo Faculty Representative; Eric Berlinberg, CSU-Fort Collins Student Representative.

Board of Governors Staff present: Sheila Trice Bell, Executive Secretary to the Board.

Administrators present: Joe Blake, Chancellor; Mike Nosler, CSU-System General Counsel; Tony Frank, CSU-Fort Collins President; Julio Leon, CSU-Pueblo Interim President; Becky Takeda-Tinker, CSU-Global President; Rich Schweigert, CSU System Chief Financial Officer (CFO)

CSU-System Staff: Adam Fedrid, Janie Richmond, Allen Sneesby, Sharon Teufel

Guests: Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & Administration, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate V.P. for Finance, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Amy Parsons, V.P. for University Operations-CSU Fort Collins; Stephen Portch, Consultant

FISCAL YEAR 2012 BUDGET

Committee Chair Joseph Zimlich asked Rich Schweigert, CSU-System Chief Financial Officer, for his report. Mr. Schweigert reported the agenda for the Finance Committee is to review and adopt the Fiscal Year 2012 (FY 2012) Education and General budget, specific operating increases, and tuition and fee schedules and related items.

Rich Schweigert explained the Board of Governors would be voting on tuition and tuition differentials as stipulated by Colorado Revised Statutes (C.R.S.) and the education and general operating budget increases, student fees, technology fees and manuals (only CSU-Fort Collins) and capital construction to comply with requirements as directed by the C.R.S. to the Colorado Commission on Higher Education (CCHE). The Board has also historically, but not required by any specific statutory or CCHE requirement, voted on the housing and dining rates and increases.

Rich Schweigert reviewed the FY 2012 revenues and reported State funding has decreased and there will be no American Recovery and Reinvestment Act funding. Tuition revenue combined with other reserves and funding sources results in a net total revenue increase of \$22.2 million. Budget decreases have forced reductions at the CSU-System campuses including layoffs and there are no proposed salary increases.

Committee Chair Joseph Zimlich asked the campus presidents for input into the discussion. President Tony Frank, CSU-Fort Collins, explained the budget vetting process that had occurred during the past year, including initial draft budget discussions with the Board of Governors, the on-campus planning and budget process with the students and faculty, the colleges and the vice presidential divisions, and open campus forums. President Frank reported budget planning was also coordinated through the Chancellor and the CSU-System office to ensure alignment with the State General Assembly and the Board of Governors. He reviewed the tuition increases and the differential tuition model and noted that CSU-Fort Collins tuition remains below other peer institutions. Reviewing revenues and expenses for CSU-Fort Collins, President Frank explained the budget cuts, academic prioritization, quality enhancements, and need-based financial aid.

Interim President Julio Leon, CSU-Pueblo, reviewed the State and federal losses and revenues to be generated through the differential tuition rate increases. He explained the new budget process implemented at CSU-Pueblo with hearings and input from every department and unit of the university to define budget needs, priorities and efficiencies in the System.

Governor Kristina Proctor, CSU-Pueblo Faculty Representative, provided a historical perspective on the budget process through the University Budget Board and Strategic Budget Advisory Committee. She explained how the two groups have merged and described the ongoing collaboration in the budget process. Governor Proctor expressed faculty concerns are the percentage of the budget expended for instruction, collaboration to develop additional resources for academic programs, and tuition rates compared to peer institutions. She thanked President Frank and Interim President Leon for their efforts in improving the budget process.

Rich Schweigert explained that the Board of Governors approves the CSU-Global tuition rate and quarterly the revenues and expenditures are reviewed with the Board. President Becky Takeda-Tinker reported the current undergraduate tuition rate is \$350 per credit hour; the graduate rate is \$450 for credit hour rate; and both are below the Board-approved maximum rate with no expectation to exceed the approved rate within the next two years. She reported currently the institution is operated at approximately a 30% profit margin primarily due to high student retention.

President Takeda-Tinker reported there are six enrollment terms and she provided a breakdown on current enrollment, tuition revenues, and expenditures. President Takeda-Tinker reported approximately 47% are financial aid and Pell Grant students and CSU-Global has a tuition rate guarantee for students that start and complete their degree with continual enrollment. She reported projections to close the year are \$5.1 million in net income with a cash position of \$7 million and the intent is to deliver a loan payment of \$4 million. Net income for the next year is projected at \$8 million with a cash position of \$12 million.

Rich Schweigert reviewed the tuition rate increases and the differential tuition rates for CSU-Fort Collins and CSU-Pueblo, noting that overall CSU-System tuition rates are lower than peer Colorado institutions. He commented that the CSU-Global tuition rates have not changed but are voted on annually. Mr. Schweigert provided a breakdown on the Cost of Attendance, a national/federal measurement requirement under financial aid and FASB, for CSU-Fort Collins with an incoming freshman experiencing an overall 7% increase from the previous year. He reviewed the Cost of Attendance for CSU-Pueblo that reflects a 6.3% increase from the previous year. Mr. Schweigert explained the increases in mandatory student fees at both campuses and the actual schedules in technology manuals and special course fee manuals for CSU-Fort Collins.

Governor Penfield Tate asked for a breakdown on in-state vs. out-of-state students. President Tony Frank responded the mix is 82/18 with undergraduate estimates for both residents and non-residents slightly higher than previous years. Rich Schweigert noted estimates for graduate levels for both residents and

non-residents numbers are also slightly higher. President Julio Leon reported a 1.5% increase in enrollment was expected at CSU-Pueblo with a 14% increase in non-residents. President Takeda-Tinker reported 85% of CSU-Global students are in-state and the undergraduate to graduate ratio is 65% to 35%. Governor Joseph Zimlich asked if the tuition increase in the budget for CSU-Fort Collins is solely a rate change or an enrollment change. President Tony Frank responded the budget line is based on flat enrollment.

Governor Scott Johnson inquired as to what percentage of the tuition increase at CSU-Fort Collins is due to an increase in financial aid. President Tony Frank explained the difficulty in providing a simplified fair comparison due to multiple revenue and expense sources, and that the financial aid is almost exclusively to resident undergraduate students. He reflected on the impact on mission if no institutional resources are put into financial aid and commented that it would not be a fair comparison to say all of the financial money came solely from the tuition increase. President Frank indicated he did not have an exact amount but could provide the data to Governor Johnson at a later date.

Governor Don Elliman calculated \$300 out of \$1,000 would be going towards financial aid and noted the projection did not take into account the impact on whether fewer students could attend and the impact on the ability to provide financial aid to other students. Rich Schweigert explained CCHE policies require 20% of any resident and undergraduate tuition increases be designated for financial aid and need-based financial aid by levels defined within the whole federal Pell program. Governor Penfield Tate commented on fixed-cost systems and rising costs and the complexity of the financial aid dynamics.

Governor Kristina Proctor commented on the importance of maintaining the HSI status at CSU-Pueblo and the ability to qualify for external grants by maintaining at least 25% Hispanic students. She commented on broader initiatives that have an impact on programs for all students and the critical importance of maintaining student diversity.

Governor Dorothy Horrell inquired as to the possibility of constant tuition rates for continuing students like those offered through CSU-Global as incentive to retain retention. Rich Schweigert provided an example of where this had been tried unsuccessfully and explained the difficulties when utilizing state funding that has been shrinking.

Governor Patrick McConathy inquired about the internal process for putting together the CSU-System budget. Rich Schweigert explained how specific dollar increases were factored into the budget and outlined the internal review process. Allison Horn explained the object of basing the internal audit plan on risk assessment and the assessments made for trends and changing conditions.

In response to a question from Governor McConathy, Rich Schweigert confirmed that CSU-Pueblo is paying the costs for the CSU-Pueblo presidential search. When asked about an allocation of CSU-System costs to CSU-Global, Mr. Schweigert responded there have been discussions, but CSU-Global's priority is to pay back the loan with interest so no allocations are being made at this time.

Governor Don Elliman made the motion that the resolution to approve the Fiscal Year 2012 budget and schedules be advanced to the full Board of Governors for approval. Governor Penfield Tate seconded and the motion was carried.

With no other business to conduct, Committee Chairman Zimlich declared the Finance Committee meeting adjourned at 3:27 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS
NOMINATING COMMITTEE MEETING MINUTES
June 20, 2011**

CALL TO ORDER

Committee Chair Ed Haselden brought the meeting to order at 3:42 p.m.

ROLL

Governors present: Don Elliman; Dennis Flores; Dorothy Horrell; Scott Johnson; Mary Lou Makepeace; Patrick McConathy; Penfield Tate III; Joseph Zimlich; Eric Berlinberg, CSU-Fort Collins Student Representative; Isaiah McGregory, CSU-Pueblo Student Representative; Kristina Proctor, CSU-Pueblo Faculty Representative; Dan Turk, CSU-Fort Collins Faculty Representative.

Administrators present: Joe Blake, Chancellor; Allison Horn, CSU-System Auditor; Mike Nosler, CSU-System General Counsel; Tony Frank, CSU-Fort Collins President; Julio Leon, CSU-Pueblo Interim President; Rich Schweigert, CSU-System Chief Financial Officer; Becky Takeda-Tinker, CSU-Global Campus President.

Board of Governors Staff present: Sheila Trice Bell, Executive Secretary to the Board.

CSU-System Staff present: Adam Fedrid; Janie Richmond; Allen Sneesby; Sharon Teufel.

Guests present: Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & Administration, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Jason Johnson, Assistant General Counsel, CSU-Fort Collins; Lynn Johnson, Associate V.P. for Finance, CSU-Fort Collins; Rick Miranda, Provost, CSU-Fort Collins; Amy Parsons, V.P. for University Operations-CSU Fort Collins; Stephen Portch, Consultant.

OFFICER NOMINATIONS

Committee Chair Ed Haselden convened the Nominating Committee for the purpose of discussing potential Board of Governor Officer positions for consideration by the Board of Governors for the next two years. He proposed the following slate of officers: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Secretary; Don Elliman, Treasurer. The discussion was opened to the Nominating Committee for comments and other suggestions. Hearing no other nominations, Committee Chair Haselden confirmed there was a consensus to move forward with advancing these nominations to the Board of Governors for their vote of approval.

With no further business to discuss, the meeting was adjourned at 3:45 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
CSU-Fort Collins Pingree Park Campus
June 20, 2011**

CALL TO ORDER

Chair Patrick McConathy brought the meeting to order at 3:46 p.m.

ROLL

Governors present: Patrick McConathy, Chair; Ed Haselden, Vice Chair; Joseph Zimlich, Treasurer; Dorothy Horrell; Don Elliman; Dennis Flores; Scott Johnson; Mary Lou Makepeace; Penfield Tate III; Eric Berlinberg, CSU-Fort Collins Student Representative; Isaiah McGregory, CSU-Pueblo Student Representative; Kristina Proctor, CSU-Pueblo Faculty Representative; Dan Turk, CSU-Fort Collins Faculty Representative.

Administrators present: Joe Blake, Chancellor; Allison Horn, CSU-System Auditor; Mike Nosler, CSU-System General Counsel; Tony Frank, CSU-Fort Collins President; Julio Leon, CSU-Pueblo Interim President; Rich Schweigert, CSU-System Chief Financial Officer; Becky Takeda-Tinker, CSU-Global Campus President.

Board of Governors Staff present: Sheila Trice Bell, Executive Secretary to the Board.

CSU-System Staff present: Adam Fedrid; Janie Richmond; Allen Sneesby; Sharon Teufel.

Guests present: Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & Administration, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President for Finance, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Amy Parsons, Vice President for University Operations-CSU Fort Collins; Stephen Portch, Consultant.

PUBLIC SESSION

Chair Pat McConathy asked Mike Nosler, CSU-System General Counsel, to swear-in the new non-voting Board of Governors members. Mr. Nosler administered the oath of office to Kristina Proctor, CSU-Pueblo Faculty Representative; Eric Berlinberg, CSU-Fort Collins Student Representative; and Isaiah McGregory, CSU-Pueblo Student Representative. A formal written oath will be provided to the new members for signature and placement in their records.

PUBLIC COMMENT

Chair Pat McConathy asked if there was public comment and none was offered.

BOARD CHAIR AGENDA

Chair Pat McConathy deferred the Board Chair Agenda until later in the meeting.

EXECUTIVE SESSION

At the request of Chair McConathy, Mike Nosler, CSU-System General Counsel, formally gave notice for the Board of Governors to convene in executive session for the purpose of discussing the sale of property at competitive bidding and premature disclosure of such transaction will give competitive advantage to the other party, confidential pursuant to C.R.S. 24-640-23(A)(1); for the purpose of receiving litigation report from general counsel relating to pending litigation; and for obtaining legal advice concerning impending or imminent litigation, specific claims or grievances, or legal advice on specific legal questions which may be raised by the Board or its members during this discussion all confidential pursuant to C.R.S. 24-63(A)(2); and for consideration of proposals for naming opportunities confidential pursuant to C.R.S. 24-640-23(A)(IIX). The Board of Governors adjourned into Executive Session.

PUBLIC SESSION

The Board of Governors meeting reconvened in public session.

CONSENT AGENDA

Colorado State University System: Governor Dorothy Horrell moved to approve the CSU-System consent agenda items listed on the agenda. Governor Mary Lou Makepeace seconded and the motion was carried.

CSU-Fort Collins: Governor Dorothy Horrell, Chair of the Academic Affairs Committee, proposed changing the approval of the CSU-Fort Collins Faculty Academic Faculty and Administrative Professional Manual Handbook revisions to remove the preface from the consent agenda for a separate discussion and that action be taken on the remaining faculty handbook revisions in sections A through J. She summarized the remaining consent agenda items listed on the agenda from CSU-Fort Collins that were all reviewed at the Academic Affairs Committee meeting and advanced to the Board of Governors for approval. Governor Horrell made the motion to approve the CSU-Fort Collins consent agenda items outlined with the exception of the preface to the faculty handbook. Governor Scott Johnson seconded and the motion was carried.

Governor Dorothy Horrell explained the concerns that the voting Board of Governors members at the Academic Affairs Committee meeting had on language in the preface of the CSU-Fort Collins Faculty Academic Faculty and Administrative Professional Manual Handbook. Governor Don Elliman added that the concerns were relative to academic freedom and shared governance. President Tony Frank, CSU-Fort Collins, explained the Faculty Council's efforts to revise the faculty handbook to update the language. Governor Dan Turk, CSU-Fort Collins Faculty Representative, remarked on how universities across the country are engaged in a similar process due to legal challenges. Discussion followed after Governor

Horrell read the paragraph in question. Mike Nosler, CSU-System Counsel, provided two recommended changes.

Governor Horrell suggested that the two recommendations from the legal counsel and the addition of E(8)(G) be brought to the Faculty Council. Governor Dan Turk clarified that the suggested changes be brought to the Faculty Council to address the concerns expressed by the Board of Governors and to consult with Mike Nosler as necessary. Governor Horrell remarked on the importance of being able to support and articulate the foundational principles on which public higher education exists and the balance between rights and responsibilities.

CSU-Pueblo: Governor Dorothy Horrell reviewed the consent agenda items presented that were reviewed and advanced for approval by the Academic Affairs Committee. She made the motion for approval, Governor Don Elliman seconded, and the motion was carried.

CHANCELLOR'S REPORT

Chair Pat McConathy asked Chancellor Joe Blake for his report. Chancellor Blake reported he had two items relative to the responsibility of the Chancellor's Office: (1) recommendations for educational and financial efficiencies for the CSU-System; and (2) follow-up from the February Board Retreat with the CSU-System's response through various institutions for collaborating and communicating best practices with respect to underserved student populations. He pointed out that at the May Board of Governors meeting he provided statewide polling information on voter attitudes towards higher education.

Chancellor Blake commented he has added recommendations for the Financial Sustainability Committee through a report by the American Council on Education, "The Innovative University: Changing the DNA on Higher Education." He suggested a group of representatives from the Board of Governors work with the Chancellor's Office and the campus presidents to develop highlights for presentation in August. Chancellor Blake noted the great work being done by the CSU-Fort Collins and the other campuses with regard to serving underserved student populations.

Chair Pat McConathy commented that the article, "The Price of Perception," which was distributed, similarly addressed economic diversity. He deferred response to the Chancellor's report to the new Chair.

APPROVAL OF 2012/2013 BOARD MEETING CALENDAR

Governor Don Elliman made the motion to approve the changes to the 2012 Board of Governors meeting calendar and to approve the proposed 2013 Board of Governors Meeting Calendar. Governor Scott Johnson seconded and the motion was carried.

At the request of Chair McConathy, Sheila Trice Bell, Executive Secretary for the Board of Governors, introduced her new Executive Assistant, Sharon Teufel, and reported Janie Richmond would continue working through June 26th, at which time she would return to retirement.

ACTION ITEMS

Approval of FY 2011-12 Operating Budget: Chair Pat McConathy recognized Mike Nosler, CSU-System General Counsel. Mr. Nosler pointed out a matter for action to be completed was the approval of FY 2011-2012 operating budget, increase and review of related expenses along with approval of all tuition, tuition differentials, fees including special program course, technology fees and manuals (CSU only), and all proposed increases and such items and approval of all room and board rates, one-time expenditures and proposed increases for Colorado State University and Colorado State University-Pueblo, and approval of tuition rates for Colorado State University-Global campus. And further, approval of the Colorado State University System operating budget. Governor Dorothy Horrell moved to approve all said items, Governor Scott Johnson seconded, and the motion was carried.

Approval of Walking Stick Resolution: Mr. Nosler reported a second item that was a matter for action was the consent to assignment of leasehold interest at University Village at Walking Stick Student Apartments on the CSU-Pueblo campus. With permission of the Board, he dispensed from reading the entire motion, but noted the written motion was included in the Board of Governors meeting packet and was discussed in Executive Session. Governor Scott Johnson moved to approve the motion, Governor Joe Zimlich seconded, and the motion was carried.

Naming Resolution: Mr. Nosler reported a third matter for action was approval of the acceptance of gifts and naming opportunity at CSU-Fort Collins. Governor Dorothy Horrell moved that the Board of Governors approve the acceptance of gifts and the naming and recognition of gifts relating to the main core classroom and Rockwell Hall West expansion in the College of Business at CSU-Fort Collins. Governor Scott Johnson seconded and the motion was carried.

NOMINATING COMMITTEE

Chair Pat McConathy asked for a report from the Nominating Committee. Governor Scott Johnson, at the recommendation of the Nominating Committee, made the motion to approve the following slate of officers for the next two years: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Secretary; Don Elliman, Treasurer. Governor Don Elliman seconded and the motion was carried.

Chair McConathy granted Governor Dorothy Horrell the floor. Governor Horrell made the motion that the Board of Governors authorize the Executive Secretary to write a resolution that could be presented at a subsequent meeting of the Board in commendation of the Chair, Patrick McConathy, for his years of dedicated service in his role as Chair of the Board. Governor Don Elliman seconded and the motion was passed.

BOARD CHAIR AGENDA

Chair Pat McConathy reported that, based on his discussion with and the approval by Governor Zimlich, he would chair the Board Retreat. Chair McConathy thanked Chancellor Joe Blake, Executive Secretary Sheila Trice Bell, and administrative staff for their assistance during his tenure. He acknowledged Janie Richmond, Assistant Secretary to the Board, for coming out of retirement to support the Board. He

thanked Dr. Stephen Portch for his work with the Board of Governors. Chair McConathy recognized President Tony Frank for his efforts in teaching him about higher education during the past two years. He publicly thanked the Board of Governors for their engagement and hard work.

With no further business to conduct, Chair McConathy declared the meeting adjourned at 5:48 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS RETREAT MINUTES
CSU-Fort Collins Pingree Park Campus
June 21-22, 2011**

CALL TO ORDER

Chairman Patrick McConathy brought the Board of Governors retreat to order at 9:20 a.m. on June 21, 2011.

ROLL

Governors present: Patrick McConathy, Chair; Ed Haselden, Vice Chair; Joseph Zimlich, Treasurer; Dorothy Horrell; Don Elliman; Scott Johnson; Penfield Tate III; Eric Berlinberg, CSU-Fort Collins Student Representative; Isaiah McGregory, CSU-Pueblo Student Representative; Kristina Proctor, CSU-Pueblo Faculty Representative; Dan Turk, CSU-Fort Collins Faculty Representative.

Administrators present: Joe Blake, Chancellor; Tony Frank, CSU-Fort Collins President; Julio Leon, CSU-Pueblo Interim President; Becky Takeda-Tinker, CSU-Global Campus President.

Board of Governors Staff present: Sheila Trice Bell, Executive Secretary to the Board.

CSU-System Staff present: Adam Fedrid; Janie Richmond; Allen Sneesby; Sharon Teufel.

Guest present: Stephen Portch, Retreat Facilitator

OVERVIEW AND GOALS

Chairman Pat McConathy encouraged the Board of Governors to maximize the opportunity to interact and become better acquainted during the retreat. He reported that the goals of the retreat were to examine the roles, responsibilities and functions of the CSU-System to maximize value added to the system. He explained that the first day of the retreat would be a learning opportunity and the second day would be to assess the directions and priorities of the system. Chairman McConathy turned the meeting over to Stephen Portch, the facilitator for the retreat.

Stephen Portch outlined the goals for the Board of Governors retreat as follows:

1. Create shared understanding of purposes/principles of a system;
2. Create shared understanding of roles/responsibilities: Chancellor/Presidents/Board;
3. Get Chancellor's and Presidents' perspective of future challenges: implications for functions/value added system;

4. Board identification of future challenges: implications for Chancellor, functions, value added;
5. Implications of 1-4 for the Chancellor;
6. Tune-up Board of Governors' performance to "Great" on all key indicators.

LEADERSHIP DYNAMICS

To position the discussion and provide a basis for evaluation on the CSU System, Stephen Portch shared observations on a national basis using examples from various universities across the United States.

Referring to the paper "The Leadership Dynamic in Public College and University Systems," Stephen Portch examined the tensions created through the shared powers and responsibilities of institutions of public higher education systems and engaged the Board of Governors in a discussion on major components of an effective system leadership relative to the CSU-System.

- ***Providing a collective and unified voice through the Board of Governors, the Chancellor, the presidents, and the institutional executives:*** The Board of Governors analyzed how the Board advocates collectively for the CSU-System and discussed the number and functionality of university boards statewide. The next level of evaluation examined leadership challenges for the Chancellor and three system presidents working cooperatively including interaction, communication, competition for funding, and transparency. Chancellor Blake and the three system presidents responded that there is a unified approach.
- ***Building interdependent support:*** The Board of Governors examined the relationship of the Chancellor with the three presidents through leveraged relationships and by creating bridges; shared leadership particularly with the change in leadership at CSU-Pueblo during this time of transition; shared resources and marketing opportunities through campus to campus and the system office; system priorities; and balancing system and individual campus expansion and development.
- ***Balancing central authority with institutional differentiation, autonomy, and creativity:*** The Board of Governors discussed the unique missions of the three CSU campuses; the Board's learning process; what constitutes system-wide issues and policies versus the institutional level; what and how much should be systemized; and broad level policies with the expectations to provide a framework for the system.
- ***Strategic planning and direction:*** Stephen Portch commented on how CSU has done a good job in creating a system level with compatible individual university levels. He suggested the Board of Governors should examine how the budget process is tied to strategic planning; how often strategic planning is addressed; the strategic planning process, e.g, bottom-up vs. top-down, coordination of strategic planning; where the three campuses are in the strategic planning process locally; and the strategic planning approval process by the Board of Governors. The three presidents outlined the strategic planning process and timelines for

BOARD OF GOVERNORS RETREAT

June 21-22, 2011

Page 2 of 3

their respective campuses. Chancellor Joe Blake reported stretch goals were developed five years ago and need to be reviewed. Mr. Portch suggested visual reminders on strategic planning be displayed at the Board of Governors meetings and that the timing of the appointment of a new Chairman aligned with the opportunity to review the stretch goals and the strategic plan.

PERSPECTIVES OF THE CHANCELLOR AND PRESIDENTS

Staff was excused from the meeting and the Board of Governors conducted individual sessions with the Chancellor and the three Presidents for the remainder of the day.

SYSTEM ANALYSIS AND FUTURE DIRECTION

The second day of the Board of Governors retreat was convened with the Board of Governors and Stephen Portch, Retreat Facilitator, to examine current CSU-System processes and functions to begin defining future directions, goals and desired outcomes.

The Board of Governors retreat was adjourned at 12:30 p.m.