

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
FINANCE COMMITTEE MEETING MINUTES
December 6, 2011**

Committee Chair Don Elliman brought the meeting to order at 8:00 a.m.

Committee members present: Dennis Flores; Penfield Tate III; Carole Makela, Faculty Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo; Rich Schweigert, CSUS Chief Financial Officer (assigned staff).

Board Members present: Joseph Zimlich, Chair; Scott Johnson; Mary Lou Makepeace; Patrick McConathy; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins.

Administration present: Joseph Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President Designee, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Michael Nosler, CSUS General Counsel; Allison Horn, CSUS Auditor; George Dennison, CSUS Chief Academic Affairs Officer.

System staff present: Adam Fedrid; Allen Sneesby; Melanie Geary.

Guests in attendance: Jon Bellum, Sr. Vice President & Provost, CSU-Global; Christopher Beltran, Veterans Upward Bound, CSU-Pueblo; Julie Birdsall, CFO, CSU Research Foundation; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & 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; Steven Hultin, Interim Director, Facilities Management, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate Office, CSU Research Foundation; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Julio Leon, Past Interim President, CSU-Pueblo; Stuart MacMillan, Real Estate Executive, CSU Research Foundation; Douglas Max, Sr. Associate Athletic Director, Athletics, 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; Mike Rush, Campus Architect, Facilities Management, CSU-Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global; Ryan Schuler, Student, CSU-Pueblo; Pamela Toney, Director of Financial Aid, CSU-Global; Wade Troxtell, Associate Dean, College of Engineering, CSU-Fort Collins; Victoria Webb, Military Advisor, CSU-Global; Stephen A. Varela, Student, CSU-Pueblo; Jess Vasquez, Military Advisory, CSU-Global.

Committee Chair Elliman asked Governor Zimlich and Chancellor Blake to report on the recent the Colorado Commission on Higher Education (CCH) meeting on higher education. Governor Zimlich commented on the Higher Education Strategic Planning (HESP) group and reported that the last three Master Plans were reviewed. Dennis Jones from the National Center for Higher Education

Management Systems (NCHEMS) made a PowerPoint presentation. Hereford Percy, CCHE Chair, reviewed the State's four goals: increasing degree attainment; closing attainment gaps; improving remedial outcomes; and increasing public funding.

Following a facilitated discussion to rework the goals, Lt. Governor Joseph Garcia reviewed a preliminary timetable for drafting goals and identifying strategies or metrics; presentation to and feedback from governing boards; and final action on the Master Plan by CCHE. Chancellor Blake followed Governor Zimlich's summation by pointing out that future contracts would have performance metrics tied to the Master Plan goals. He reported that the participants in the meeting gave their opinions about the process through electronic devices, the results of which would be tabulated and distributed to interested parties.

Committee Chair Elliman asked Rich Schweigert, CSUS Chief Financial Officer, for the campus budget/financial accountability plan report. Mr. Schweigert commented on proposed budget cuts for higher education of approximately \$60 million, half in operating funds and half in financial aid, with negotiations on financial aid currently underway. Approval may be needed on the Financial Accountability Plan from the CCHE to approve a tuition increase to exceed the current 12 percent cap on tuition increases for some or all campuses. Mr. Schweigert asked the individual campuses to present their own strategies.

President Frank reported the draft FY 2013 CSU-Fort Collins' Education and General Fund Budget reflects a 9 percent undergraduate tuition increase and adjustments in differential tuition that would offset cuts to State funding. The proposed balanced budget incorporates a 3 percent salary increase. Provost Rick Miranda will lead a day-long retreat on January 18, 2012, on the Strategic Plan and how progress should lead to informed budget discussions. Following that event there will be campus-wide planning and budget hearings held on January 25th leading to a draft budget for presentation at the February Board meeting with final Board approval at either the May or June meeting.

Mike Farley, Interim V.P.-Finance & Administration, CSU-Pueblo, was asked to present CSU-Pueblo's FY 2013 budget report. Mr. Farley reported that CSU-Pueblo is considering applying for CCHE authorization for a tuition increase from the 12 percent ceiling to 15 percent due to the fact that, although experiencing growth, CSU-Pueblo is looking at a \$1 million deficit in their overall budget. A 3 percent faculty raise is also being considered in the budget process. Budget discussions will continue with incoming President Di Mare.

Mr. Schweigert reviewed future construction needs at CSU-Fort Collins and CSU-Pueblo. He noted that construction at CSU-Pueblo, except for the Walking Stick Apartments refinancing which would be moved forward, has been put on hold to receive President Di Mare's input on the new Master Plan and Internal Review. Mr. Schweigert reported that all CSU-Fort Collins construction projects and CSU-Pueblo Walking Stick have been presented and approved by the Capital Development Committee and a letter of approval will be received from the Joint Budget Committee.

Mr. Schweigert asked Robert Osika, CSUS Treasurer, to present the Plan of Financing for the Series 2012 A Bonds. Mr. Osika reported that the first step is to obtain Board approval of the plan to issue

between \$130 and \$140 million of bonds to finance upcoming construction needs on the CSU-Fort Collins campus. If Board approval of the plan is granted, the next step would be to formally engage the consultants to develop all legal documents necessary for the sale. At the Board's February 2012 meeting, a supplemental bond resolution outlining the parameters and the legal documents would be presented for approval. Mr. Osika explained the bond structure and noted that preliminary discussions with the ratings agencies indicate current CSUS ratings would not be impacted. Governor Flores moved that approval of the new bond issuances be forwarded to the full Board. Governor Tate seconded and the motion was unanimously approved.

Mr. Schweigert reviewed the Statement of Revenue, Expenses and Changes in Net Assets recently audited by BDK, the outside auditor hired by the State Auditor's Office to review all higher education systems. There were no major findings; revenue lines continue to increase despite cutbacks in State funding; the campuses have done well in keeping expenditure growth in check; and invested revenues continuing to grow, albeit at a slower rate than would be preferable.

Mr. Schweigert reported the balance sheet in comparison to peer institutions continues to be robust and attributed the fiscal health of the CSUS to the fact that the Presidents and campus CFOs were proactive in strategizing how to best deal with impending budget cuts. He reviewed the CSUS reserves and concluded by previewing changes to the Statewide Indirect Cost Allocation Plan (SWICAP), with CSU-Global expected to pay a portion of this payment into the State Treasurer's Office.

President Takeda-Tinker was then asked to give her fiscal report for CSU-Global. President Takeda-Tinker reported CSU-Global's revenue continues to grow. She described efforts to be more strategic in enrollment growth and retention strategies to ensure high-quality, completion-driven students that are not already burdened with substantial financial aid loans prior to their enrollment with CSU-Global. Approval of seven pending new degree programs will be a critical factor in meeting stretch goals. The Higher Learning Commission (HLC) would be visiting the campus as part of that approval process.

President Takeda-Tinker commented on student loan default and introduced Pam Toney, Director of Financial Aid, CSU-Global, to report on student loan default, the effect on CSU-Global, and CSU-Global's efforts to prevent, manage and mitigate the risk of default and fraud in an effort to ensure the continued ability to offer such aid to future students. There currently is no data on student loan default specific to CSU-Global, but there will soon be the ability to track and measure CSU-Global's numbers. President Takeda-Tinker concluded by reporting CSU-Global is showing a net profit of \$4.3 million prior to any loan repayment to the other campuses.

President Frank was asked to present the two-part resolution on the CSU/CSURF municipal lease/purchase arrangement and line of credit. Governor Tate made the motion that the Finance Committee recommend for Board approval of the municipal lease program resolution. Governor Johnson seconded and the motion was unanimously approved.

There being no further business, at 9:43 a.m. the meeting was adjourned.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT COMMITTEE MEETING MINUTES
December 6, 2011**

Committee Chairman Scott Johnson brought the Audit Committee to order at 10:05 a.m.

Committee members present: Mary Lou Makepeace; Penfield Tate, III; Eric Berlinberg, Student Representative, CSU-Fort Collins; and Allison Horn, System Auditor (assigned staff).

Board members present: Joseph Zimlich, Chair; Don Elliman, Treasurer; Dennis Flores; Patrick McConathy; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Isaiah McGregory, Student Representative, CSU-Pueblo.

Administration present: Joseph Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President Designee, 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 Governor's Staff present: Sheila Trice Bell, Executive Secretary to the Board of Governors; Sharon Teufel, Executive Assistant.

System Staff present: Adam Fedrid; Melanie Geary; Allen Sneesby.

Guests present: Jon Bellum, Sr. Vice President & Provost, CSU-Global; Christopher Beltran, Veterans Upward Bound, CSU-Pueblo; Julie Birdsall, CFO, CSU Research Foundation; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & 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; Steven Hultin, Interim Director, Facilities Management, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate Office, CSU Research Foundation; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Julio Leon, Past Interim President, CSU-Pueblo; Stuart MacMillan, Real Estate Executive, CSU Research Foundation; Douglas Max, Sr. Associate Athletic Director, Athletics, 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; Mike Rush, Campus Architect-Facilities Management, CSU-Fort Collins; Gus Skinner, Vice President of Finance; CSU-Global; Ryan Schuler, Student, CSU-Pueblo; Pamela Toney, Director of Financial Aid, CSU-Global; Wade Troxtell, Associate Dean, College of Engineering, CSU-Fort Collins; Victoria Webb, Military Advisor, CSU-Global; Stephen A. Varela, Student, CSU-Pueblo; Jess Vasquez, Military Advisory, CSU-Global.

Committee Chair Johnson asked Allison Horn, CSUS Auditor, for her report. Ms. Horn provided an update on the status of FY 2012's Audit Plan, noting the addition of the CSU-Fort Collins Research Innovation Center and commenting that the Auditor's Office determined that waiting until next year for a complete internal audit would be more beneficial. The audits at CSU-Pueblo are moving forward on an ad hoc basis based on special requests and due to the new President.

Ms. Horn reviewed overdue audit recommendations and reported that all nine outstanding recommendations are being worked on by administration.

Three audit reports have been issued since the last meeting: CSU-Pueblo Accounts Receivable; CSU-Fort Collins Campus Sports Clubs, and the CSU-Fort Collins Extension Office. All six recommendations for the Sports Clubs have been implemented. Five of the seven recommendations for the Extension Office have been implemented, with the remainder dealing with an electronic signature approval process which may take slightly longer. There were no red flag recommendations included in these audits.

Ms. Horn reported the CSU-Pueblo Accounts Receivable audit was a more comprehensive review which included 35 recommendations. She reviewed the recommendations that included ten recommendations for verifying attendance and disbursement for financial aid; three recommendations in the general area of internal controls; and two recommendations on collecting accounts. There was a recommendation that faculty not have any discretion to allow students to attend class without the student going through the Registrar's Office. There was a series of recommendations to the Controller regarding bad debt and that criterion for special payment plans be established and documented clearly.

Ms. Horn remarked that the CSU-Pueblo Accounts Receivable audit was significant but moving forward with corrective actions implemented and expectations from administration established. President Di Mare commented that she is appreciative of the depth and gravity of the audit report and noted her intentions to work with the Auditor's Office, her management team, and possibly a consultant to restructure fiscal oversight at CSU-Pueblo.

Ms. Horn commented on the current policy of disbursing financial aid prior to the beginning of classes. Recommendations were that this policy be reviewed further; disbursement officials receive special training; bookstore charge policies be reviewed; and the policy dealing with doubtful accounts be improved.

A discussion ensued about specific implementation of the enforcement of new policies to mitigate against student financial aid fraud; the consequences of that enforcement; and how the policies have been communicated to the students. President Di Mare indicated there would be a thorough review of the issues, and that implementation of processes and procedures and a change in culture could address these issues without the need for additional staff. President Frank commented on procedures utilized by CSU-Fort Collins.

Ms. Horne concluded by reporting there is hotline available for anyone in the CSU System to make reports to the Internal Audit Office of activity that might warrant investigation.

With no further business to conduct, the Committee Chair asked for a motion to adjourn. The motion was made, seconded, and unanimously approved and the Audit Committee meeting adjourned at 11:08 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
STUDENT AFFAIRS COMMITTEE MEETING MINUTES
December 6, 2011**

Committee Chair Patrick McConathy brought the Student Affairs Committee meeting to order at 11:10 a.m.

Committee Members present: Dennis Flores; Scott Johnson; Eric Berlinberg, Student Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo; Sheila Trice Bell, Executive Secretary to the Board of Governors (assigned staff).

Board members present: Joseph Zimlich, Chair; Don Elliman, Treasurer; Mary Lou Makepeace; Penfield Tate III; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo.

Administration present: Joseph Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President Designee, 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: Sharon Teufel, Executive Assistant.

System Staff present were Adam Fedrid; Melanie Geary; Sharon Teufel.

Guests present: Jon Bellum, Sr. Vice President & Provost, CSU-Global; Christopher Beltran, Veterans Upward Bound, CSU-Pueblo; Julie Birdsall, CFO, CSU Research Foundation; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & 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; Steven Hultin, Interim Director, Facilities Management, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate Office, CSU Research Foundation; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Julio Leon, Past Interim President, CSU-Pueblo; Stuart MacMillan, Real Estate Executive, CSU Research Foundation; Douglas Max, Sr. Associate Athletic Director, Athletics, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Jan Rastall, Director, Adult Learners and Veterans Services, CSU-Fort Collins; Mike Rush, Campus Architect, Facilities Management, CSU-Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global; Ryan Schuler, Student, CSU-Pueblo; Pamela Toney, Director of Financial Aid, CSU-Global; Wade Troxtell, Associate Dean, College of Engineering, CSU-Fort Collins; Victoria Webb, Military Advisor, CSU-Global; Stephen A. Varela, Student, CSU-Pueblo; Jess Vasquez, Military Advisory, CSU-Global.

Chair McConathy opened the Student Affairs Committee meeting by asking for reports from each campus on veterans programs and issues.

CSU-Global

President Becky Takeda-Tinker, CSU Global, introduced the Jess Vasquez and Victoria Webb, the Military Advisors for Global in charge of coordinating CSU-Global's military educational benefits. Ms. Webb reported military student enrollment, particularly veterans, has grown from about 100 to 600. Mr. Vasquez reviewed retention rates. He noted that to specifically serve this large military population, CSU-Global actively seeks out instructors with military service background. CSU-Global also provides services in addition to academics to assist veterans with their transition from the military to their academic pursuits.

Jason Walter, a veteran student, explained how obtaining a degree at CSU-Global is assisting him with his professional pursuits. Leora Romaine, another working military veteran, described how her CSU-Global experience is very valuable and positive, largely due to the CSU-Global staff.

CSU-Pueblo

Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo, described the veteran population on the CSU-Pueblo campus, noting that CSU-Pueblo's veterans were on average younger than veterans from previous wars. He noted CSU-Pueblo has a higher than average ratio of female to male veterans than the general population.

Chris Beltram, Veterans Upward Bound (VUB), CSU-Pueblo, a CSU-Pueblo alumnus and Navy veteran, reported on the programs and services to veteran students at CSU-Pueblo. He described their remedial education efforts geared towards increasing veteran retention and also explained how his office helps veterans to navigate their veterans' educational benefits and coordinates the Chapter of Student Veterans of America.

Gregory Baker spoke of the dual veteran student couple status that he and his wife, Monique, have at CSU-Pueblo. He described how the VUB Program assists students needing some remedial help with academics. He reported that Monique is now a student-mentor for incoming veterans needing to use the VUB program's services.

Stephen Varela, a veteran student at CSU-Pueblo, talked about the need for social support through the student organizations, emphasizing that other veterans are more uniquely equipped to assist veterans suffering from Post Traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI) and other issues unique to combat soldiers and veterans.

CSU-Fort Collins

Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins, presented an overview of the services provided at CSU-Fort Collins. She introduced Jan Rastall, Director of Adult Learning and Veterans' Services, CSU-Fort Collins, who highlighted the programs that assist

veterans with "moving in, moving on and moving out." The programs include special tracks for special learners; transitional and outreach programs; special study groups for adult learners; and programs for first-generation students. The focus of these programs is to provide more peer accountability and support for those veteran students who have similar struggles and experiences with PTSD and/or TBI.

Ian McClellan, the veteran student featured as the inaugural recipient of the Student Veterans of America (SVA) Award, described how the specific student support for his unique situation helped with his success. He needed to learn how to transition from soldier to civilian and acclimate to the college environment from being in high-stress deployment situations.

Alice Chow, a CSU-Fort Collins veteran student, noted that CSU-Fort Collins is listed as one of the top veteran-friendly schools in the periodicals geared toward soldiers. She described how comfortable she felt on the CSU campus being among so many other veterans. There was a brief discussion highlighting how crucial the extensive social network and support for veterans is on campus, and how that contributes directly to the retention rate and academic success of veteran students.

The various campus representatives described a number of national conferences they are attending focused on best practices; networking with other schools and administrations about handling the unique issues of soldier/veteran students; and how to continue to expand these programs to best serve the active duty and veteran student populations.

Chair McConathy closed the presentations by asking the Board not to forget the veteran population and to continue to build and expand on all of the programs that the campuses already provide.

There being no further business, the Student Affairs Committee meeting was adjourned at 12:22 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES
December 6, 2011**

Chairman of the Board Zimlich appointed Governor Johnson to be Acting Chair of the Real Estate/Facilities Committee in Chair Ed Haselden's excused absence and appointed the Board of Governor's at-large voting members to serve as the Real Estate/Facilities Committee due to the lack of a quorum of Real Estate/Facilities Committee members. Acting Committee Chair Johnson brought the meeting to order at 12:43 p.m.

Real Estate/Facilities Committee Members present: Scott Johnson; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins; Stuart MacMillan (assigned staff).

Board of Governors Members present as the Real Estate/Facilities Committee: Don Elliman; Dennis Flores; Mary Lou Makepeace; Patrick McConathy; Penfield Tate III; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo.

Administration present: Joseph Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President Designee, 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; Melanie Geary; Allen Sneesby.

Guests present: Jon Bellum, Sr. Vice President & Provost, CSU-Global; Christopher Beltran, Veterans Upward Bound, CSU-Pueblo; Julie Birdsall, CFO, CSU Research Foundation; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & 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; Steven Hultin, Interim Director, Facilities Management, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate Office, CSU Research Foundation; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Julio Leon, Past Interim President, CSU-Pueblo; Douglas Max, Sr. Associate Athletic Director, Athletics, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Jan Rastall, Director, Adult Learners and Veterans Services, CSU-Fort Collins; Mike Rush, Campus Architect-Facilities Management, CSU-Fort Collins; Gus Skinner, Vice President of Finance; CSU-Global; Ryan Schuler, Student, CSU-Pueblo; Pamela Toney, Director

of Financial Aid, CSU-Global; Wade Troxtell, Associate Dean, College of Engineering, CSU-Fort Collins; Victoria Webb, Military Advisor, CSU-Global; Stephen A. Varela, Student, CSU-Pueblo; Jess Vasquez, Military Advisory, CSU-Global

Acting Committee Chair Johnson called upon Kathleen Henry and Stuart MacMillan from the CSU Research Foundation to present the details of the one action item for the committee. President Frank asked to introduce the Moby Arena Phase I renovation plan. He explained that CSU-Fort Collins was seeking to use \$1.5 million from CSU-Global's loan repayment plus up to \$3 million in one-time funds from enrollment overage revenues, which may be offset by \$.5 million from a private donor who has made a verbal commitment. President Frank reflected on the value of improving this venue to enhance the fan experience as well as make the campus more attractive to potential students. He noted that often universities are valued by the strength of their athletic programs and facilities and for this reason the investment is a sound one.

President Frank introduced Amy Parsons, Vice President for University Operations, to present a description of the proposed renovations. Ms. Parsons explained the Phase I renovations and noted these renovations would facilitate future private donations to proceed to Phase II. A visual slide show provided a rendering of the proposed renovations from all angles with the most distinctive features of the renovations being expansion of concourse areas and addition of a 200-person capacity event space for uses beyond the Athletics Department. Mike Rush, Campus Architect-Facilities Management, CSU-Fort Collins, explained that the improvements and renovations would also lead to greater energy efficiency. President Frank noted that all architecture was in line with the Board's guidelines.

Following a brief discussion, Governor Makepeace moved that the subcommittee recommend approval of the resolution to the full Board. Governor Tate seconded the motion and the action was unanimously approved.

The Chair asked if there was further discussion, questions or comment, and there being none, the meeting was adjourned at 1:07 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
Lory Student Center, CSU, Fort Collins
6 December 2011
MINUTES**

CALL TO ORDER

M. L. Makepeace, Interim Chair of the Committee, called the meeting to order at 1:30, P.M. The Board Chair announced that, in the absence of a quorum of Committee members, the Board Members in attendance will serve as a Committee of the Whole.

ROLL

Committee Members Present: J. Zimlich; P. Tate; S. Johnson; D. E. Haseldan; P. McConathy; C. Makela, CSU-Fort Collins Faculty Representative; K. Proctor, CSU-Pueblo Faculty Representative.

Others: G. M. Dennison, CSUS Chief Academic Officer; S. Bell., Executive Secretary to the Board; T. Frank, President, CSU-Fort Collins; L. DiMare, President CSU-Pueblo; Julio Leon, Former Interim President; B. Takeda-Tinker, President, CSU-Global; J. Blake, Chancellor; J. Bellum, Provost, CSU-Global; R. Miranda, Provost, CSU-Fort Collins; P. Dorhout, Provost, CSU-Pueblo; R. Sweigert, CSUS Chief Financial Officer; M. Nosler, CSUS General Counsel; A. Horn, CSUS Internal Auditor; E. Berlinberg, President, ASCSU-Fort Collins; I. McGregory, President, ASCSU-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. Sabbatical Leave Requests: The Board reserves the authority to approve requests for Sabbatical Leave Requests recommended by the Presidents in accordance with established policies. The Committee agreed to recommend approval by the Board.
2. "Preface" to Faculty Handbook: The Committee requested discussion and revision of the language during the August meeting. As a result, the Campus and General Counsel revised the language and reached consensus. The Committee agreed to recommend approval by the Board.
3. Revision of Peer Group: The proposed peer group consists of similar institutions, with some minor modifications of the earlier list. Dennison reported favorable discussions with the CCHE staff. The Committee agreed to recommend approval by the Board.
4. Fall 2011 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.
5. Faculty Emeritus Appointments: The Board reserves the authority to approve conferral of *emeritus* upon retiring members of the faculty. The Committee agreed to recommend approval by the Board.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
Lory Student Center, CSU, Fort Collins
6 December 2011**

B. CSU-Pueblo

1. Sabbatical Leave Requests: The Board reserves the authority to approve requests for Sabbatical Leave Requests recommended by the Presidents in accordance with established policies. The Committee agreed to recommend approval by the Board.
2. Review of Mission Statement: In accordance with Board Policy concerning Campus Mission Statements, CSU-Pueblo reviewed its Mission Statement in light of the recent statutory change authorizing selected professional doctoral programs and recommended no change. The Committee agreed to recommend approval by the Board.
3. Revision of Peer Group: The proposed peer group consists of similar institutions, with some minor modifications of the earlier list. Dennison reported favorable discussions with the CCHE staff. The Committee agreed to recommend approval by the Board.
4. Fall 2011 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.
5. Proposed Master of Science in Engineering: Dennison reviewed the proposal, noting its consistency with the Campus Role and Mission, its coherent curricular structure, its potential to serve needs within the region, and the responsive financing plan. The Committee agreed to recommend approval by the Board, with annual reports for each of three years following implementation concerning enrollments and revenues.
6. Proposed Doctor of Nursing Practice: Dennison reviewed the proposal, noting its consistency with the Campus Role and Mission, its coherent curricular structure, its potential to serve needs within the region, and the responsive financing plan. The Committee agreed to recommend approval by the Board, with annual reports for each of three years following implementation concerning enrollments and revenues.

B. CSU-Global

1. Proposed Comparison Group: The proposed comparison group consists of similar institutions, with some for-profit institutions included for information. Dennison reported favorable discussions with the CCHE staff. The Committee agreed to recommend approval by the Board.
2. Fall 2011 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.

Mandated System Performance Contract and Other Reports

A. CSU-Fort Collins

1. Faculty Workload Report: In August, the Committee requested a new format for the report, one that presents relevant data comparisons with peer institutions for the information of the Board. The Committee reviewed the proposed format and found it useful, but requested the addition of definitions for the data elements. Dennison and the Provosts will add the definitions for subsequent consideration.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
Lory Student Center, CSU, Fort Collins
6 December 2011**

2. INTO Affiliation: Provost Miranda reported on progress in discussions with INTO concerning the recruitment and education of international students. The Committee asked questions about the purpose and design of the program and expressed support for it. Because of the nature of the proposed contract, President Frank will discuss it with the Executive Committee.
3. Program Review Schedule for 2012-2013: CSU-Fort Collins will review the quality, success, and responsiveness of the listed academic programs during 2012-2013 and report the results during 2013-2014. The summary reports will indicate actions taken to assure quality and sustainability. The Committee agreed to recommend approval by the Board.
4. Performance Contract Reports: Under the System Performance Contract, the institutions must report annually on designated performance areas. The Board reserves the authority to approve the reports for submission to the CCHE. Dennison noted that CSU-Fort Collins had met all but one of the targets and has instituted plans and programs designed to assure success beyond the targets. The CCHE has not yet decided how to handle the annual reports in the light of the new performance contracts scheduled for development during the next 12 months. In any event, the System will stand ready to respond as needed. The Committee agreed to recommend approval by the Board for submission of the following reports:
 - Retention and Graduation Report
 - Underserved Students Report
 - Outcomes Assessment Report
 - Graduate Education Report
 - Underrepresented Teachers Report
 - Licensure and Other Qualifier Report
 - Workforce and Economic Dev'p'nt Report

B. CSU-Pueblo

- 1 Faculty Workload Report: In August, the Committee requested a new format for the report, one that presents relevant data comparisons with peer institutions for the information of the Board. The Committee reviewed the proposed format and found it useful, but requested the addition of definitions for the data elements. Dennison and the Provosts will add the definitions for subsequent consideration.
- 2 Program Review Schedule for 2012-2013: CSU-Pueblo will review the quality, success, and responsiveness of the listed academic programs during 2012-2013 and report the results during 2013-2014. The summary reports will indicate actions taken to assure quality and sustainability. The Committee agreed to recommend approval by the Board.
- 3 Performance Contract Reports: Under the System Performance Contract, the institutions must report annually on designated performance areas. The Board reserves the authority to approve the reports for submission to the CCHE. Dennison noted that CSU-Pueblo had not yet met all of the targets, especially those concerning retention and graduation, but has instituted plans and programs designed to assure success beyond the targets. In addition, CSU-Pueblo needs to

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“close the loop” with regard to problems identified during program reviews and outcomes assessments. The CCHE has not yet decided how to handle the annual reports in the light of the new performance contracts scheduled for development during the next 12 months. In any event, the System will stand ready to respond as needed. The Committee agreed to recommend approval by the Board for submission of the following reports:

- Retention and Graduation Report
- Underserved Students Report
- Outcomes Assessment Report
- Graduate Education Report
- Underrepresented Teachers Report
- Licensure and Other Qualifier Report
- Workforce and Economic Dev’p’nt Report

C. System Repots

- 1 Academic Quality Formats: Dennison and the Provost will provide new formats during the coming meetings that will cover most of the data elements included in the performance contract reports and any others of interest to the Committee and the Board. The reports will take the form of “dashboard indicators,” with definitions of terms included.
- 2 CCHE Master Plan Process: Dennison noted that the CCHE began with the “Degree Dividend” but has moved on with the adoption of four goals based on the “Dividend” document for inclusion within the Master Plan for Higher Education. The goals focus specifically on 1) increasing the number of degrees awarded annually so as to bring the level of degree attainment in Colorado to 60% of the state population; 2) closing the attainment gap between the majority and minority populations, paying attention as well to adverse disparities for first-generation, rural, urban, and low-income students; 3) reducing or eliminating the need for remediation for entering college students; and 4) assuring appropriate funding for the achievement of these goals, while also adjusting the balance of support from the current 30% state-appropriated, 70% tuition support to a 50-50 mix. Discussion of specific strategies for the achievement of these goals will occur over the next twelve months, culminating in a new Master Plan in Spring 2012 and new performance-based or incentive contracts for the Systems and campuses scheduled for announcement in December 2012. It seems clear that the CCHE will seek some form of outcomes targets rather than relying on inputs (enrollments).
- 3 Task Force on PWR Diploma Endorsement: Dennison reported that the Task Force has completed its work and that each member of the Board will soon receive a letter outlining the criteria for the PWR Endorsement. The Endorsed Diploma, by statute, is voluntary for School Districts and requires advance approval by the Governing Boards of Colorado institutions of higher education prior to implementation. An Endorsed

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Diploma warrants that a recipient high school graduate has the required academic preparation for college-level work without remediation and has gone beyond the formal requirements for a high school diploma. PWR indicates Postsecondary and Workforce Readiness (College and Career Readiness elsewhere in the country).

- 4 Discussion: The Committee discussed the high incidence of the need for remediation among entering college students and the rising debt loads among college graduates. Dennison reported that roughly 35% entering college freshmen nationally require remediation. The proportion in Colorado runs roughly the same. Without correcting that problem, the United States can never reclaim world leadership in the educational attainment of its citizenry. In addition, Dennison noted the inclination to label student loans as a “blight on the higher education landscape.” However, since college has become essential for success in the modern world, and costs continue to increase even as state governments find it difficult to maintain appropriations, loans provide the only viable alternative. Experts on student loans argue persuasively that most student borrowers have reasonable debt loads in light of the continuing wage premium of a college degree. Problems have occurred, especially during the economic downturn of recent years. However, the majority of the serious problems have developed within the for-profit sector and among students who secured private loans without the protections that federal loans offer. A data point worth bearing in mind: For-profit institutions account for 10 percent of the students and nearly 50 percent of the defaults. The Committee may wish to review student loans as a topic for future discussion.

NEXT MEETING.

- Date: 10 January 2012, 10:00, A.M., to 12:30, P.M.
- Place: System Office, Denver
- Tentative Agenda Items
 - 1 Workload Formats Revised
 - 2 Quality Indicators – Outcomes Assessment (R. Miranda)
 - 3 Sabbatical Reports (Prior Year)
 - 4 Program Review Reports (Prior Year)
- Campuses must submit Agenda Items for Inclusion in the Agenda on or before 3 January 2012.

The Committee adjourned at 3:00, P.M.

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ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
CSUS System Office, Denver
10 January 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; 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. Sabbatical Leave Reports: The Board approves reports for Sabbatical Leave taken during the prior year. The Committee agreed to recommend approval by the Board.
2. Faculty Emeritus Appointments: The Board reserves the authority to approve conferral of *emeritus* upon retiring members of the faculty. The Committee agreed to recommend approval by the Board.

B. CSU-Global

1. Spring 2012 A 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.

Reports

A. CSU-Fort Collins

1. Faculty Workload Report: During the December meeting, Board Members requested the inclusion of definitions so as to clarify items reported. The Committee reviewed the proposed format and definitions, raising questions about the significance of the trends noted. Dennison commented that the definitions enable peer comparisons, the basic purpose of the report. Importantly, the faculty definitions parallel those used for salary studies as well. With regard to the data presented, CSU-Fort Collins compares very favorably with peers. However, the close analysis reveals that CSU-Fort Collins has found it necessary to rely more heavily on adjuncts or temporary instructors than the peers. Miranda noted that the rising student-faculty ratio reveals that the campus has found it difficult to add faculty as enrollment increases, resulting in larger class sizes. Board Members asked if lack of class availability might result in delaying graduation. Miranda responded that the University intervenes to assure that such delays do not occur. The Committee agreed to recommend approval by the Board.

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2. Outcomes Assessments Report Discussion: R. Miranda reported on the use of PRISM to assess outcomes in the majors across the campus. PRISM provides a flexible and robust system to identify problem areas within curricula for attention. CSU-Fort Collins received commendation for the implementation of the system during the last accreditation visit. The Chair inquired about the mechanisms to assure attention to identified problem areas. Miranda that the University shares the PRISM reports with the University Assessment Committee and all others on campus. In addition, as observed by C. Makela, PRISM reports inform program reviews and require attention by the Departmental faculty. However, it seems clear that PRISM does not focus on those general traits, competencies, and insights expected of an educated person – i.e., critical thinking, creativity, and the like. Miranda agreed but noted that the University also relies on other assessment instruments to assess graduates, such as the NSSE (Student Engagement) and CLA (higher order learning and skills). Following robust discussion, the Chair asked Dennison and the Provosts to identify all the assessment instruments – including PRISM, NSSE, CLA, and any others -- used on the campuses and develop a report for the Committee and the Board to indicate purpose and results. As part of the exercise, the Chair requested specifically that the group structure a formatted report so as to inform the Board about learning outcomes achieved.

B. CSU-Pueblo

1. Faculty Workload Report: The CSU-Pueblo Workload Report parallels the CSU-Fort Collins counterpart report, but with differences in definitions because of the differences between the two institutions. The Chair noted as well that the CSU-Pueblo report read differently than the CSU-Fort Collins report. Dennison requested that Provost Kreminski make the appropriate revision for inclusion in the Board Agenda. The Committee discussion focused on most of the same issues mentioned during the discussion of the CSU-Fort Collins report. Kreminski mentioned some data questions for further clarification in succeeding report. The Committee agreed to recommend approval by the Board.

C. CSU-Global

1. Faculty Workload Report: The CSU-Global Faculty Workload Report differs considerably from the other two counterpart reports because of the unique role and mission of CSU-Global. Provost Bellum explained that the report seeks to provide timely information to the Board about workload issue for the Global campus. The Committee agreed that the benchmark data will become useful in coming years to assess developments at CSU-Global in comparison to other similar institutions. The Committee agreed to recommend approval by the Board.

D. System

1. 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

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high education *without need for any remediation* but subject to possible placement depending on the major; has developed competencies in the use of the required 21st 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. If the governing boards approve the proposal, the Department of Education and Colorado Commission on Higher Education will jointly adopt a resolution to establish the Endorsement. In the very near future, all Board Members will receive a copy of the proposal requesting approval. Dennison served on the Task Force and supports the Endorsed Diploma proposal, arguing that its implementation will help immensely in the effort to assure appropriate academic preparation of graduating seniors for college or career. The Agenda attachment contains the details of the proposal. The Committee agreed to have a recommendation for the Board for the February meeting.

NEXT MEETING

- Scheduled Date: 10 April 2012, 10:00, A.M., to 12:30, P.M. NOTE: Dennison and the Provosts will discuss the Agenda and confirm the date or recommend a change.
- Place: System Office, Denver
- Tentative Agenda Items
 - 1 Outcomes Assessment Instruments, Purposes, and Results
 - 2 Excellence in Undergraduate Teaching Award
 - 3 Off-Campus Programming (Initial Site- and Program-Specific)
 - 4 Spring Graduates
 - 5 Faculty Handbook Items (Routine Matters)
- Campuses must submit Agenda Items for Inclusion in the Agenda on or before 30 March 2012.

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

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
December 7, 2011**

CALL TO ORDER

Committee Chair Joe Zimlich brought the public meeting to order at 8:03 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: Joseph Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President Designee, 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; Melanie Geary.

Guests: Jon Bellum, Sr. Vice President & Provost, CSU-Global; Robin Brown, Vice President for Enrollment and Access, CSU-Fort Collins; Farrah Bustamante, CPC, CSU-Fort Collins; Kathleen Delhoy, Senior Associate & Vice President, VPRA, CSU-Fort Collins; Peter Dorhout, Provost, CSU-Pueblo; Johnna Doyle, Deputy General Counsel, CSU-Pueblo; Mike Farley, Interim V.P.-Finance & Administration, CSU-Pueblo; Mike Feeley, Brownstein Hyatt Farber Schreck LLP; Wendy Rich-Goldschmidt, Police Chief, CSU-Fort Collins; 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; Richard Kreminski, Dean, School of Science & Math, CSU-Pueblo; Melissa Kuipers, Brownstein Hyatt Farber Schreck LLP; Julio Leon, Past Interim President, CSU-Pueblo; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; David Mornes, Chair, Administrative Professionals Council, CSU-Fort Collins; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global; Toni-Lee Viney, Vice Chair, Administrative Professionals Council, CSU-Fort Collins.

PUBLIC COMMENT

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

BOARD CHAIR AGENDA

Chair Zimlich reported the first item on the Board Chair Agenda was a resolution from the Board to appoint Dr. Lesley Di Mare as President of Colorado State University Pueblo. CSUS General Counsel Michael Nosler read the resolution. Governor Mary Lou Makepeace moved for approval of the resolution, Governor Penfield Tate seconded, and the motion was unanimously approved.

The second item on the Board Chair agenda was to seek a motion for approval to change the upcoming Board retreat and meeting dates to February 7, 8, and 9, 2012. Governor Dennis Flores made the motion, Governor Mary Lou Makepeace second, and the motion was unanimously carried.

Chair Zimlich explained the interim leadership structure that would be in place while the search for the Chancellor is conducted and, as of December 31st, Joseph Blake would step into his new role as Special Advisor to the President of Colorado State University. This interim structure will require additional involvement and output from the three campus presidents as well as the Chair.

Chair Zimlich listed the upcoming events:

- The holiday reception to be held in Denver, December 14;
- CSU-Fort Collins commencement, December 16-17;
- The National Western Stock Show, January 7-22 with the Boots & Business Luncheon on Friday, January 6, and CSU Day on January 14;
- The 1870 Dinner at CSU-Fort Collins, February 4;
- The Board Meeting/Retreat in Pueblo, February 7-9;
- CSU Founder's Day at the State Capitol, February 10;
- The Association of Governing Boards Conference, April 22-24.

Chair Zimlich recognized Governor Makepeace for receiving the 2011 Hero Award from the PeaceJam Foundation. He announced Governor Scott Johnson was recently appointed to serve on the Board of Directors of the Colorado Humane Society & Society for the Prevention of Cruelty to Animals. Chair Zimlich thanked Dr. Peter Dorhout, who is leaving to become the Dean of the College of Arts and Sciences at Kansas State University, for his work at CSU.

EXECUTIVE SESSION

Chair Zimlich asked CSUS General Counsel Michael Nosler to read the Board into Executive Session, which was done at 8:15 a.m. The meeting reconvened in Public Session at 11:15 a.m.

STUDENT AND FACULTY REPORTS

Faculty Reports

Governor Carole Makela, Faculty Representative, CSU-Fort Collins, reported on the new CSU STEM Center (Science, Technology, Engineering and Math) and the new CSU Center for Agricultural Energy. She referenced the changes to the preface of the Academic Faculty and Administrative Professional Manual and commented on the Graduate Teaching Certificate Program. Other recent events highlighted by Governor Makela were Native American Heritage Month; the Veterans' Week; the Colorado Combined Campaign; and an upcoming Professional Development Institute, January 9-11. She mentioned the recent survey issued by President Frank and Provost Miranda regarding the work environment on campus, noting the closing date for the survey is January 6, and informed the Board of the College of Agriculture's annual poinsettia sale.

Governor Kristina Proctor, Faculty Representative, CSU-Pueblo, recognized and thanked Provost Dorhout for his service to the campus. She expressed the faculty's appreciation for the work Interim President Leon completed while serving on the CSU-Pueblo campus and welcomed President Di Mare, the new President of CSU-Pueblo.

Governor Proctor thanked Chancellor Blake for his service and conveyed the traits and characteristics the faculty indicated they wished to see embodied in the new Chancellor. She commented on the faculty's dissatisfaction with the process by which the Interim Provost was selected. Governor Proctor expressed appreciation for tabling the discussion on changes to the academic calendar until the new CSU-Pueblo President is on board and has had the opportunity to meet with the Calendar Advisory Group.

Governor Proctor indicated that the movement of the faculty to become unionized has continued to grow with 70 signatures on the petition required to move that question to an official vote of the faculty as a whole. She reported the Faculty Senate has been working on an online tool to gather student feedback for the evaluation of professors and that the major concern with switching to an online program is the lack of student participation.

Student Reports

Governor Eric Berlinberg, Student Representative, CSU-Fort Collins, reported on ASCSU activities since the previous Board meeting, including collaboration on a November 9th development event to increase awareness of CSU donors. He gave an update on expansion of the Ram Ride program and the collaborative efforts to implement a late night bus route called Safe Ride Home. Governor Berlinberg distributed t-shirts to Board members. The t-shirts were part of the "Forever Green" program's annual t-shirt design contest and campus-wide distribution of the t-shirts to increase a sense of community.

Governor Berlinberg distributed a report on an ASCSU-sponsored Gripe to the Government event in which students were invited to air their grievances to the student representatives. He reported the ACSCU is meeting with a student lobbyist to prepare for the upcoming legislative session and ACSCU representatives attended the Joint Budget Committee briefing on higher education. Governor Berlinberg highlighted the Ram Leadership Team that provides mentoring to first and second year students. He concluded his report by thanking Governor McConathy and Governor Elliman whose terms end December 31, and presented a token of gratitude to Chancellor Blake on behalf of the student body for his work as Chancellor.

Governor Isaiah McGregory, Student Representative, CSU-Pueblo, highlighted the dedication of the renovation of the Vietnam Memorial on November 11th, recognizing all soldiers from Colorado whose lives were lost in that conflict. He commented on the student center renovation and described a program similar to the Fort Collins "Gripe to the Government," in which there was a productive dialogue with students regarding campus parking, the student center, MTVU, and the academic calendar. Another issue being addressed by the CSU-Pueblo student government is institution of bi-weekly pay with research on feasibility being conducted. Governor McGregory reported that the safety walk of campus was successfully completed with most of the lighting issues now resolved and the installation of a complete call box system.

CHANCELLOR AND SYSTEM REPORTS

Chair Zimlich, on behalf of the Board of Governors, thanked Chancellor Blake for his high level of service to the CSU System and the citizens of Colorado as the first stand-alone Chancellor for the System.

Chancellor Blake highlighted the Veterans' Day unveiling and rededication of the Southeast Asia memorial at CSU-Pueblo. He commended Governor Berlinberg and Governor McGregory for their efforts in working toward leadership from the students' point of view.

Chancellor Blake reported that he is involved with developing a new unique lecture series. He will participate in the December CSU-Fort Collins graduation ceremonies and will represent President Frank in honorary degree conferral to Pete Coors. Chancellor Blake thanked the Board for allowing him this transitional opportunity, and thanked specific Board members, campus Presidents and leadership, and the System executive staff and office personnel for all of their assistance.

Chancellor Blake recapped the Strategic Plan updates, noting that CSU-Fort Collins exceeded their goal to expand their Honors Program by 350 students annually for the 2011-12 academic year and that research grant proposals and awards have been doing well with invested assets of almost \$287 million. He noted his personal concerns about student debt load. Chancellor Blake commended Dr. Leon for his personal efforts to recruit top students into the CSU-Pueblo Honors program and Dr. Takeda-Tinker for CSU- Global's outstanding retention rate of 91 percent.

The Board recessed for lunch at 12:07 p.m. and reconvened at 12:21 p.m.

PRESIDENTIAL REPORTS

CSU-Fort Collins

President Tony Frank reported on the success of an event hosted November 4th at the Community College of Aurora Campus on how to facilitate transfers from community colleges to CSU. He commended Amy Parsons, Vice President-University Operations, CSU-Fort Collins, and her team for another year with no increases in benefits costs.

President Frank commented on the partnership with Coca-Cola that includes the CSU Coca Cola Water Scholars program in which Coca-Cola will be donating \$1 million over the next 10 years to sponsor juniors and seniors to encourage and support joining CSU's water program with four partner universities in China. He recapped the natural gas symposium sponsored by The Center for the New Energy Economy, the Clean Energy Supercluster and Diana Walls' School of Global Environmental Sustainability. He pointed out that he had included some of the IPEDS report slides in his report.

President Frank commented on two employee groups, the Administrative Professionals and the State Classified Personnel, who typically do not receive much attention from the Board and who are not represented specifically within the Board, but do have their respective councils. He provided a brief description of the functions and importance of these two groups. Amy Parsons introduced Farrah Bustamante, Chair of the State Classified Personnel Council, David Mornes, Chair of the Administrative Professionals Council, and Toni-Lee Viney, the Vice Chair, of the Administrative Professionals Council, who each spoke briefly to the Board about how their councils operate, the governance of each class of employee, and how their councils support the campus and the employees.

Governor Makepeace moved to approve the Griffin Foundation Gymnasium and Community Room naming opportunity resolution. Governor McConathy seconded and the motion was unanimously approved.

Governor Elliman moved to approve the resolution to partner with INTO on recruitment of international students and more study abroad opportunities through the Pathways Program. Governor Makepeace seconded and the motion was unanimously approved.

Governor Makepeace moved to approve the resolution authorizing the Phase I renovation of Moby Arena using \$1.5 million of CSU-Global's loan repayment and up to \$3 million of unbudgeted tuition revenue from enrollment overages. Governor Tate seconded and the motion was unanimously approved.

Governor Elliman moved to approve the resolution advanced by the Finance Committee to clean up some general language regarding the CSU/CSURF municipal lease program. Governor Makepeace seconded and the motion was unanimously approved.

Governor Makepeace moved to approve the resolution for renewal of a CSURF line of credit program related to the equipment leasing program. Governor Tate seconded and the motion was unanimously approved.

Governor Don Elliman moved to approve the resolution on the limited indemnification of Price Waterhouse Cooper. Governor Tate seconded and the motion unanimously approved.

CSU-Pueblo

Chancellor Blake thanked George Dennison, the CSUS Chief Academic Affairs Officer, for his work, and thanked Dr. Julio Leon, former Interim President, CSU-Pueblo and his wife, Vivian for their contributions to CSU and the Pueblo community. He introduced Dr. Lesley Di Mare for her first report as President of CSU-Pueblo.

President Di Mare indicated she had requested Dr. Julio Leon give the report but he declined because her appointment by the Board as President was imminent. At the request of Chancellor Blake, Dr. Leon agreed to say a few words at the conclusion of President Di Mare's presentation. President Di Mare noted that, through the volume of emails and correspondence received, she was impressed with the level of involvement of the CSU-Pueblo campus in the community and indicated this was a large factor in her decision to accept the position. She thanked the CSU-System and the Board of Governors, Dr. Leon, and the other Presidents for all they had done to welcome her and assist her in transitioning into her new position. President Di Mare asked Dr. Leon to make his farewell remarks.

Dr. Leon thanked the Board, the Chancellor, President Frank, Dr. Peter Dorhout, and the CSU-Pueblo management team for the opportunity to work at CSU-Pueblo and all of their assistance during his interim tenure. He introduced new Interim Provost, Dr. Rick Kreminski. He then addressed his great concerns over the academic calendar issue, linking the shortened academic year of CSU-Pueblo to the struggles that the campus has in establishing and maintaining a reputation for academic excellence.

CSU-Global

President Becky Takeda-Tinker presented a short video on CSU-Global. She reported on CSU-Global's first alumni survey, noting that a vast majority of graduated students felt that CSU-Global helped them achieve their professional goals with over 90 percent either generally satisfied or very satisfied with their overall experience at CSU-Global. President Takeda-Tinker then made special presentations of gratitude for help with the accreditation process to Chancellor Blake, Governor Horrell, CSUS CFO Rich Schweigert, Dr. Peter Dorhout, and Governor McConathy.

LEGISLATIVE LOBBYISTS

Chair Zimlich asked Rich Schweigert, CSUS Chief Financial Officer, to introduce the two lobbyists representing the CSU System in the legislature, Michael Feeley and Melissa Kypers of Brownstein Hyatt Farber Schreck LLP. Mr. Feeley spoke of the upcoming budgetary and legislative challenges and his firm's strategy and action plan for mitigating cuts and preventing legislation detrimental to the CSU System. He closed by congratulating Chancellor Blake on his upcoming transition.

COMMITTEE REPORTS

Academic Affairs Committee

Governor Mary Lou Makepeace was called upon to give the Academic Affairs Committee report, in place of Governor Horrell who was not present. As the Consent Agenda items were all included on the certification, CSUS General Counsel Michael Nosler advised that they would not have to be read and would be covered when the consent agenda as a whole was presented for a vote.

Audit Committee

Governor Scott Johnson reported the committee meeting mainly focused on the problems with CSU-Pueblo's Accounts Receivables Audit Report, the 35 action items contained therein, and plans to address each action item. He indicated there were copies of that report available for Board members.

Student Affairs Committee

Governor Patrick McConathy reported that, since all Board members were present at the committee meeting, he had nothing to add to what was covered in the committee meeting. He thanked the campuses for their presentations during the Student Affairs Committee meeting.

Real Estate/Facilities Committee

Chair Zimlich presented the report from the Real Estate Committee, noting that the primary item for discussion was the Moby Arena Phase I renovation upon which the Board had favorably voted.

Finance Committee

Governor Don Elliman reported the Finance Committee forwarded two resolutions which had been previously approved. He moved that the Board of Governors approve the resolution to

approve a plan of financing of Colorado State University Enterprise Revenue bonds. The motion was seconded by Governor Makepeace and unanimously approved.

Chancellor Search Advisory Committee

Governor Patrick McConathy reported that Storbeck & Pimentel, the same search firm engaged for the CSU-Pueblo Presidential Search, has been engaged for the Chancellor Search. The committee is currently developing the prospectus and gathering input from stakeholders.

CONSENT AGENDA

Chair Zimlich asked CSUS General Counsel Michael Nosler to present the sections of the Consent Agenda that had not yet been voted upon. Governor McConathy moved to approve the Consent Agenda, Governor Tate seconded, and the motion was unanimously approved.

FINANCIAL AID PRESENTATION

Chair Zimlich asked President Frank to provide a financial aid overview. President Frank introduced Robin Brown, Vice President for Enrollment and Access, CSU-Fort Collins, who presented a slide presentation that included information on total cost of attendance; income standards for various governmental programs; different sources of financial aid distributed through her office such as loans, scholarships and Pell Grants; academic profiles; and distribution of financial aid based on resident versus non-resident status and need-based versus merit financial aid.

Chair Zimlich, on behalf of the Board of Governors of Colorado State University, thanked Governor Patrick McConathy for his work and dedication to CSU-System and the Board of Governors.

There being no further business, the Chair adjourned the meeting at 1:49 p.m.