

AGENDA
BOARD OF GOVERNORS
February 15-16, 2011
Colorado State University-Pueblo
Occhiato University Center – East Ballroom

TUESDAY, FEBRUARY 15, 2010

COMMITTEE MEETINGS

Breakfast for the Board of Governors	8:30 – 9:00 a.m.
Executive Committee (Pat McConathy, Chair)	9:00 – 9:30 a.m.
Academic Affairs Committee (Dorothy Horrell, Chair)	9:30 – 10:00 a.m.
Finance Committee (Joe Zimlich, Chair)	10:00 – 11:30 a.m.
Tour of newly renovated Library	11:30 – 12:00 p.m.
LUNCH	12:00 – 12:30 p.m.
Audit Committee (Scott Johnson, Chair)	12:30 – 1:10 p.m.
Real Estate/Facilities Committee (Ed Haselden, Chair)	1:10 – 2:40 p.m.
Community Reception at the Center for American Values	5:30 – 7:00 p.m.
Board of Governors Dinner at the Restaurant Fifteen Twenty One	7:30 p.m.

WEDNESDAY, FEBRUARY 16, 2010

Breakfast for the Board of Governors	8:00 – 9:00 a.m.
Commence Meeting - Call to Order	9:00 a.m.
1. <u>PUBLIC COMMENT</u>	9:00 – 9:05 a.m.
2. <u>BOARD CHAIR'S AGENDA</u>	9:05 – 9:35 a.m.
3. <u>EXECUTIVE SESSION</u>	9:35 – 10:15 a.m.
4. <u>CONSENT AGENDA</u>	10:15 – 10:30 a.m.

A. Colorado State University System

- Approval of December 2010 Executive Committee Meeting Minutes
- Approval of December 2010 Evaluation Committee Meeting Minutes
- Approval of December 2010 Academic Affairs Committee Meeting Minutes
- Approval of December 2010 Finance Committee Meeting Minutes
- Approval of December 2010 Audit Committee Meeting Minutes
- Approval of December 2010 Real Estate/Facilities Committee Meeting Minutes
- Approval of December 2010 Student Affairs Presentation Minutes
- Approval of December 2010 Board of Governors Regular Meeting Minutes

- Approval of January 2011 Academic Affairs Committee Meeting Minutes
- Approval of January 2011 Executive Committee Meeting Minutes

B. CSU-Fort Collins:

- Sabbatical Leave Recommendations*
 - Emeritus Rank Designations*
- *Reviewed and referred to the full Board at the January 11th Academic Affairs Committee meeting.
- Nondelegable Personnel Actions
 - Academic Faculty and Admin Professional Manual Revision: Add Department of Ecosystem Science and Sustainability in the College of Natural Resources

C. CSU-Pueblo

- Emeritus Rank Designations*
- *Reviewed and referred to the full Board at the January 11th Academic Affairs Committee meeting.

5. STUDENT & FACULTY REPRESENTATIVES' REPORTS

10:30 – 10:50 a.m.

A. Student Reports

CSU – Fort Collins: Student Report
CSU – Pueblo: Student Report

B. Faculty Reports

CSU – Fort Collins: Faculty Report
CSU – Pueblo: Faculty Report

6. CHANCELLOR'S REPORT

10:50 – 11:10 a.m.

- Chancellor's Report

7. SYSTEM REPORT

11:10 – 11:40 a.m.

- Strategic Plan Update– Presented by Chancellor Joe Blake
 - CSU System
 - CSU- Fort Collins
 - CSU-Global
 - CSU-Pueblo

LUNCH

11:40 – 12:00 p.m.

8. PRESIDENTS' REPORTS and CAMPUS UPDATES

A. CSU – Pueblo

12:00 – 12:20 p.m.

- President's Report – Presented by Interim President Julio Leon

B. CSU – Fort Collins:

12:20 – 1 :00 p.m.

- President's Report – Presented by President Tony Frank

- CSU-Ft. Collins Action Items:
 - Degree Program Name Change
 - Drop Degree Program

CSU- Ft. Collins Action Items: (Carried forward from Executive Session)

C. CSU – Global:

1:00 – 1:10 p.m.

- President’s Report– Presented by President Becky Takeda-Tinker
 - CSU-Global Action Items:
 - Definition of Nontraditional Students

D. **COMMITTEE REPORTS**

1:10 – 2:00 p.m.

Executive Committee (Pat McConathy)
Academic Affairs Committee (Dorothy Horrell, Chair)
Finance Committee (Joe Zimlich, Chair)
Audit Committee (Scott Johnson, Chair)
Real Estate/Facilities Committee (Ed Haselden, Chair)

E. **INSTITUTIONAL DISCUSSION ITEMS**

ADJOURN

PLEASE NOTE in the Appendix you will find:

- I. Construction Status Reports
 - A. CSU – Pueblo
 - B. CSU – Ft. Collins
- II. BOG standing committees and memberships

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**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE AGENDA
FEBRUARY 15, 2011**

Committee Members: Dorothy Horrell, Chair; Don Elliman; Joseph Zimlich; Mary Lou Makepeace; Scott Johnson; Faculty Representatives: Dan Turk, CSU-Ft. Collins; Jennifer Mullen, CSU-Pueblo

1. Comments from Committee Chair – Dorothy Horrell
2. CSU-Fort Collins – Provost, Rick Miranda
 - a. Emeritus Rank Designations
 - b. Degree Name Change – B.S. Restaurant and Resort Management to Hospitality Management – informational item only
 - c. Drop Degree Program – M.A. for Teacher in Mathematics – CCHE will be notified
 - d. Sabbatical Summaries 2009-2010
 - e. Report on Tenure-Track Faculty Hires and Attrition
3. CSU-Pueblo - Provost, Russ Meyer
 - a. Emeritus Rank Designations
4. CSU-Global – Dean of Academic Affairs, Jett Conner
 - a. Resolution - Definition of Nontraditional Students
 - b. Credit Transfer Policies

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

CSU: Emeritus Rank Designations

RECOMMENDED ACTION

MOVED, that the Board of Governors approve the conferral of the rank of Emeritus upon those faculty members listed below effective February 16, 2011:

College of Liberal Arts

Sue Ellen Charlton, Professor – Political Science

Chuen-Mei Fan, Professor – Economics

Charles F. Revier, Associate Professor – Economics

Sara Saz, Professor – Foreign Languages and Literatures

College of Natural Sciences

Chiaoyao She, Professor – Physics

College of Veterinary Medicine and Biomedical Sciences

Barbara Sanborn, Professor – Biomedical Sciences

EXPLANATION:

Presented by Tony Frank, President

The faculty members listed above have met the qualifications to be awarded the status of Emeritus as set forth in the CSU Academic Faculty and Administrative Professional Manual.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Degree Program Name Change: B.S. Degree Program in Restaurant and Resort Management, Department of Food Science and Human Nutrition - College of Applied Human Sciences

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Applied Human Sciences, Department of Food Science and Human, to rename the B.S. Degree Program in Restaurant and Resort Management to Hospitality Management. If approved, this degree program name change will be effective Fall Semester 2011.

EXPLANATION:

Presented by Tony Frank, President.

The Department of Food Science and Human Nutrition are requesting to change the name of the major (B.S. degree) in Restaurant and Resort Management to a B.S. degree in Hospitality Management. This change in name will bring the degree program name in line with similar programs at Colorado State University's peer institutions. The new degree program name will also reflect its wider career options for graduates. In addition, the degree program will be more easily found by students' electronic searches to find the major at Colorado State University.

Approved

Denied

Board Secretary

Date

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Drop Degree Program: Master of Arts for Teachers in Mathematics (M.A.T.)
Degree Program, Department of Mathematics - College of Natural Sciences

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Natural Sciences, Department of Mathematics, to drop the Master of Arts for Teachers in Mathematics (M.A.T.) Degree Program. If approved, this degree program drop will be effective Summer Session 2011.

EXPLANATION:

Presented by Tony Frank, President.

According to the Department of Mathematics, this is not an active degree program. There have been no students who have matriculated in this degree program for several years and the Department of Mathematics does not intend to accept students into this program. Therefore, the degree program needs to be dropped.

Approved

Denied

Board Secretary

Date

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

CSU: Sabbatical Summaries 2009-2010

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the sabbatical summaries for sabbaticals taken in 2009-2010 as submitted by Colorado State University.

EXPLANATION:

Presented by Tony Frank, President

Summaries of sabbatical leaves taken are submitted annually to the Board of Governors for their review.



Tenure-Track Faculty Hires and Attrition 2010-11

Tenure-Track Faculty Hires and Attrition 2010-11 Introduction

The *Tenure-Track Faculty Hires and Attrition Report* is completed on an annual basis and includes a ten-year history. Tenure-track faculty who were hired **between October 1, 2009 and September 30, 2010** were considered new hires. Faculty hires include those who were employed at CSU in 2009-10 in a non-tenure-track position and were hired as a tenure-track faculty member in 2010-11. Faculty returning to a tenure-track position from an administrative position (vice presidents, deans, etc.) were not included as new hires.

Faculty attrition includes faculty leaving a tenure-track position between October 1, 2009 and September 30, 2010. Faculty who were on Leave without Pay or an Inactive Transitional Appointment were not included in faculty attrition.

Listed below are highlights from the *Tenure-Track Faculty Hires and Attrition Report* for 2010-11:

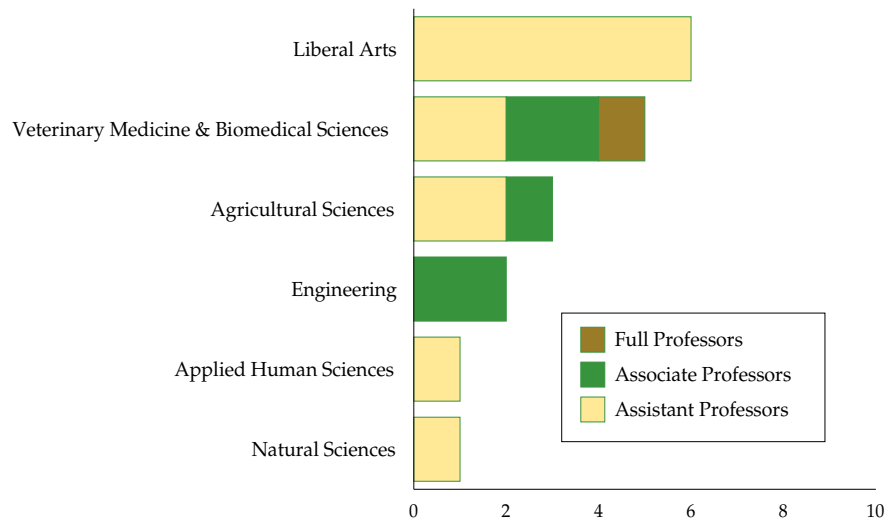
- **Eighteen faculty** were hired into tenure-track positions between October 1, 2009 and September 30, 2010, including one full professor, five associate professors and 12 assistant professors. In comparison, **57** new faculty were hired between 10/1/08 and 9/30/09 and **101** new faculty were hired between 10/1/07 and 9/30/08.
- The College of Liberal Arts hired the most new faculty between October 1, 2009 and September 30, 2010 with six. The Colleges of Business, Warner College of Natural Resources and the Libraries hired no new faculty.
- A total of **seven men and 11 women** were hired.
- **Nineteen percent of new faculty hires were ethnic minorities.** Two Asian and one Hispanic faculty were hired.
- Salaries for new assistant professors on nine-month appointments ranged from \$51,000 to \$75,000 with a mean salary of \$61,125.
- Four new assistant professors were previously employed at CSU, one each in the Colleges of Applied Human Sciences and Veterinary Medicine and Biomedical Sciences and two in the College of Liberal Arts. Three of the faculty were previously employed on special faculty appointments and one was employed as a Research Scientist/Scholar.
- **Forty-four tenure-track faculty left** a tenure-track position between October 1, 2009 and September 30, 2010, including 28 full professors, nine associate professors and seven assistant professors. The largest number of faculty who left were from the College of Liberal Arts with nine.
- Thirty-one men and 13 women left a tenure-track position.
- Three minority faculty and 41 non-minority faculty left a tenure-track position.
- Two of the nine (22%) associate professors who left a tenure-track position were not tenured. None of the assistant professors who left a tenure-track position had been awarded tenure.
- **Twenty of the 44 faculty (45%) who left a tenure-track position retired.** Twenty-four (55%) left a tenure-track position for reasons other than retirement.
- Thirty-three percent of all tenure-track faculty are women while 61% of new faculty hired were women.
- Thirteen percent of all tenure-track faculty are ethnic minorities while 19% of new faculty hires were minorities.
- The percentage of faculty leaving a tenure-track position decreased from 63 in 2000-01 to 44 in 2009-10 (-30%).

Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Hires By Rank

	Full Professors	Associate Professors	Assistant Professors	Total Faculty
Agricultural Sciences	0	1	2	3
Applied Human Sciences	0	0	1	1
Business	0	0	0	0
Engineering	0	2	0	2
Liberal Arts	0	0	6	6
Libraries	0	0	0	0
Natural Sciences	0	0	1	1
Veterinary Medicine & Biomedical Sciences	1	2	2	5
Warner College of Natural Resources	0	0	0	0
University Total	1	5	12	18

Faculty Hires by College and Rank

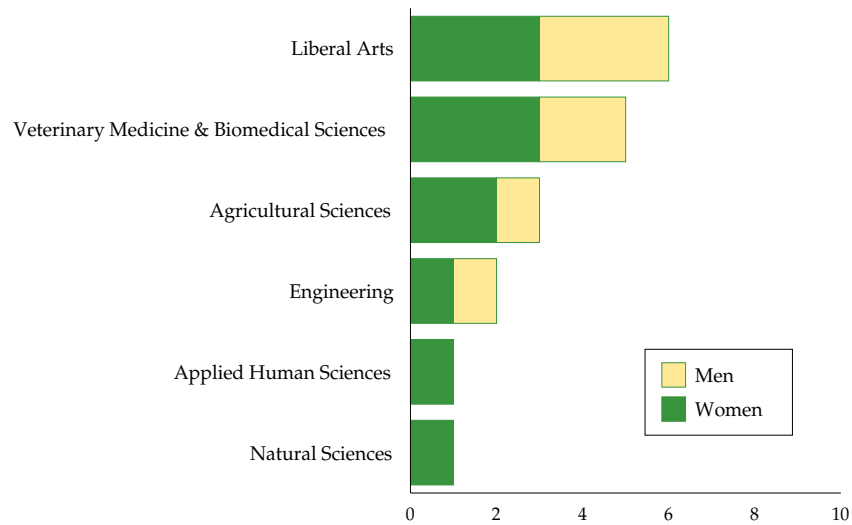


Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Hires by Rank and Gender

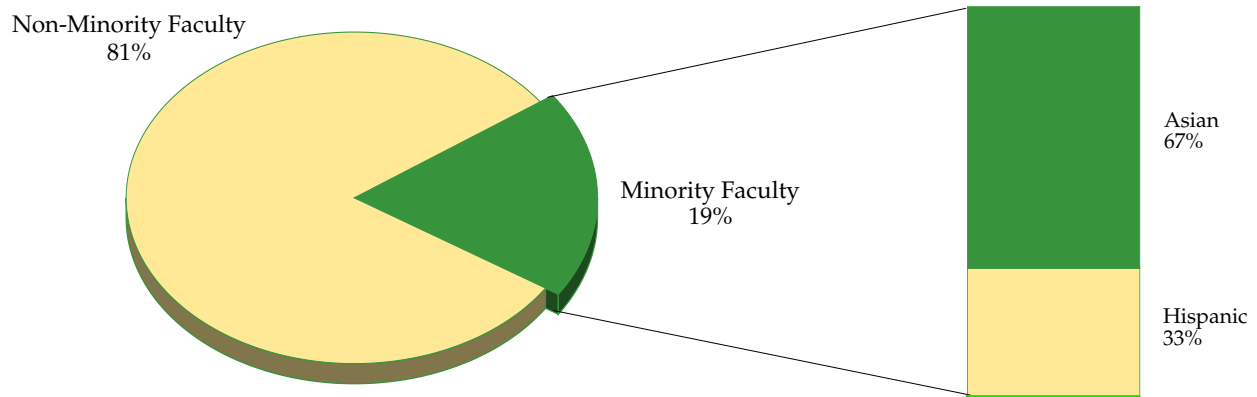
	Professor		Associate Professor		Assistant Professor		Total by Gender		Total Faculty
	Men	Women	Men	Women	Men	Women	Men	Women	
Agricultural Sciences	0	0	1	0	0	2	1	2	3
Applied Human Sciences	0	0	0	0	0	1	0	1	1
Business	0	0	0	0	0	0	0	0	0
Engineering	0	0	1	1	0	0	1	1	2
Liberal Arts	0	0	0	0	3	3	3	3	6
Libraries	0	0	0	0	0	0	0	0	0
Natural Sciences	0	0	0	0	0	1	0	1	1
Veterinary Medicine & Biomedical Sciences	1	0	1	1	2	0	2	3	5
Warner College of Natural Resources	0	0	0	0	0	0	0	0	0
University Total	1	0	3	2	5	7	7	11	18

New Faculty Hires by Gender



Tenure-Track Faculty Hires and Attrition 2010-11

New Faculty Hires by Ethnicity



New Faculty Hires = 16
(excludes International Faculty)

	Total Faculty	Percent of Faculty
Asian	2	13%
Black	0	0%
Hispanic	1	6%
Native American	0	0%
Total Minority Faculty	3	19%
International Faculty	2	---
Non-Minority Faculty	13	81%
Total Faculty	18	100%

Note: New federal ethnicity and race categories were implemented in the fall of 2010. However, this information was incomplete when this report was prepared so previous categories were used. Faculty who did not report their ethnicity are reported with non-minority faculty. International faculty are excluded from the base population when calculating the percentage of faculty who are minorities.

Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Employed in a Non-Tenure-Track Position in 2009-10 and a Tenure-Track Position in 2010-11

By New Position in New College

	Tenure-Track Professor	Tenure-Track Associate Professor	Tenure-Track Assistant Professor	Tenure-Track Total
Applied Human Sciences	0	0	1	1
Liberal Arts	0	0	2	2
Veterinary Medicine & Biomedical Sciences	0	1	0	1
University Total	0	1	3	4

By Previous Position in Previous College

	Special Faculty	Research Scientist/Scholar	Total Faculty Hires
Applied Human Sciences	0	1	1
Liberal Arts	2	0	2
Veterinary Medicine & Biomedical Sciences	1	0	1
University Total	3	1	4

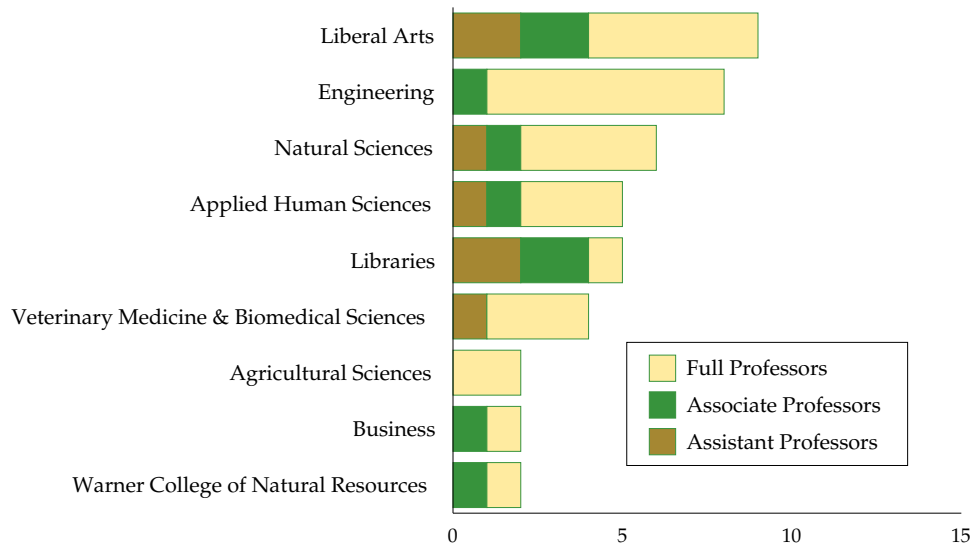
Note: The four new faculty who were hired in tenure-track positions and were previously employed in non-tenure-track positions at CSU are included in the total new hires of 18.

Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Attrition by Rank

	Full Professors	Associate Professors	Assistant Professors	Total Faculty
Agricultural Experiment Station	1	0	0	1
Agricultural Sciences	2	0	0	2
Applied Human Sciences	3	1	1	5
Business	1	1	0	2
Engineering	7	1	0	8
Liberal Arts	5	2	2	9
Libraries	1	2	2	5
Natural Sciences	4	1	1	6
Veterinary Medicine & Biomedical Sciences	3	0	1	4
Warner College of Natural Resources	1	1	0	2
University Total	28	9	7	44

Faculty Attrition by College

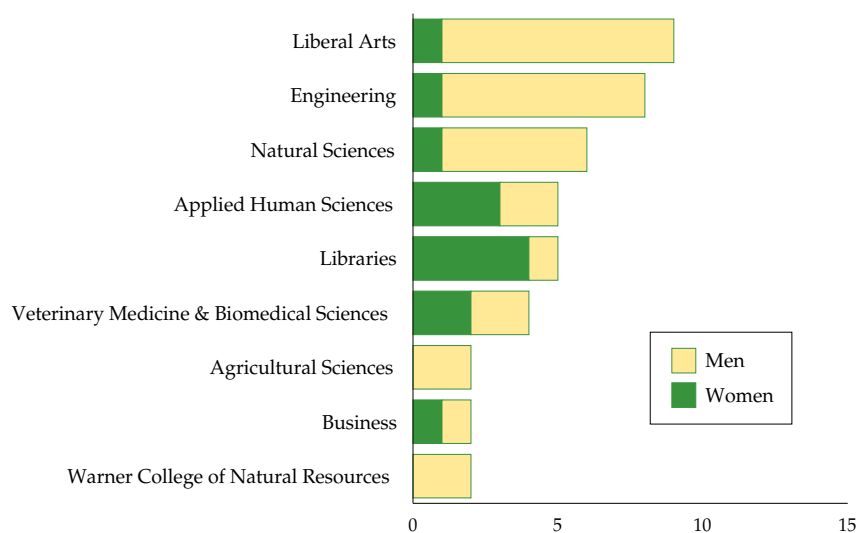


Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Attrition by Rank and Gender

	Professor		Associate Professor		Assistant Professor		Total by Gender		Total Faculty
	Men	Women	Men	Women	Men	Women	Men	Women	
Agricultural Experiment Station	1	0	0	0	0	0	1	0	1
Agricultural Sciences	2	0	0	0	0	0	2	0	2
Applied Human Sciences	2	1	0	1	0	1	2	3	5
Business	1	0	0	1	0	0	1	1	2
Engineering	6	1	1	0	0	0	7	1	8
Liberal Arts	5	0	2	0	1	1	8	1	9
Libraries	0	1	1	1	0	2	1	4	5
Natural Sciences	4	0	0	1	1	0	5	1	6
Veterinary Medicine & Biomedical Sciences	2	1	0	0	0	1	2	2	4
Warner College of Natural Resources	1	0	1	0	0	0	2	0	2
University Total	24	4	5	4	2	5	31	13	44

Faculty Attrition by Gender

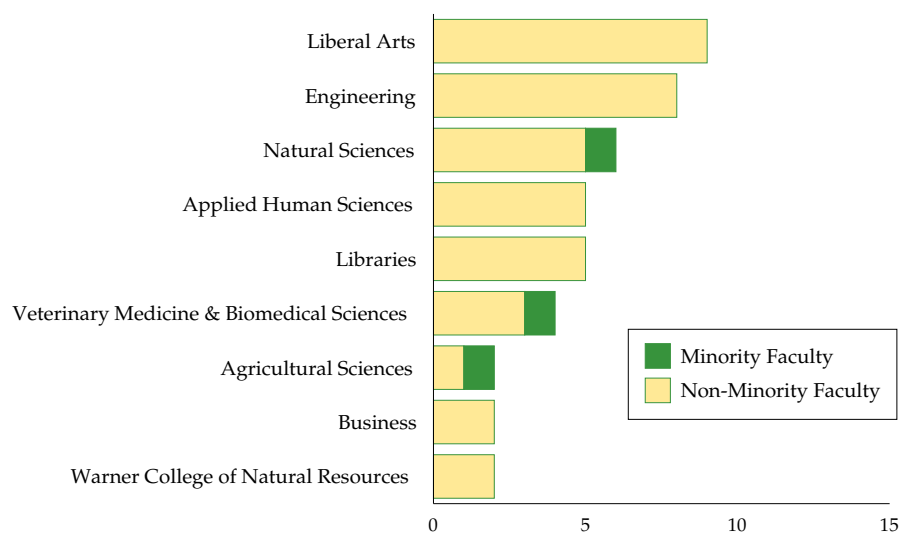


Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Attrition by Rank and Minority Status

	Full Professors		Associate Professors		Assistant Professors		Total by Minority Status		Total Faculty
	Minority	Non-Minority	Minority	Non-Minority	Minority	Non-Minority	Minority	Non-Minority	
Agricultural Experiment Station	0	1	0	0	0	0	0	1	1
Agricultural Sciences	1	1	0	0	0	0	1	1	2
Applied Human Sciences	0	3	0	1	0	1	0	5	5
Business	0	1	0	1	0	0	0	2	2
Engineering	0	7	0	1	0	0	0	8	8
Liberal Arts	0	5	0	2	0	2	0	9	9
Libraries	0	1	0	2	0	2	0	5	5
Natural Sciences	0	4	1	0	0	1	1	5	6
Veterinary Medicine & Biomedical Sciences	1	2	0	0	0	1	1	3	4
Warner College of Natural Resources	0	1	0	1	0	0	0	2	2
University Total	2	26	1	8	0	7	3	41	44

Faculty Attrition by College and Minority Status



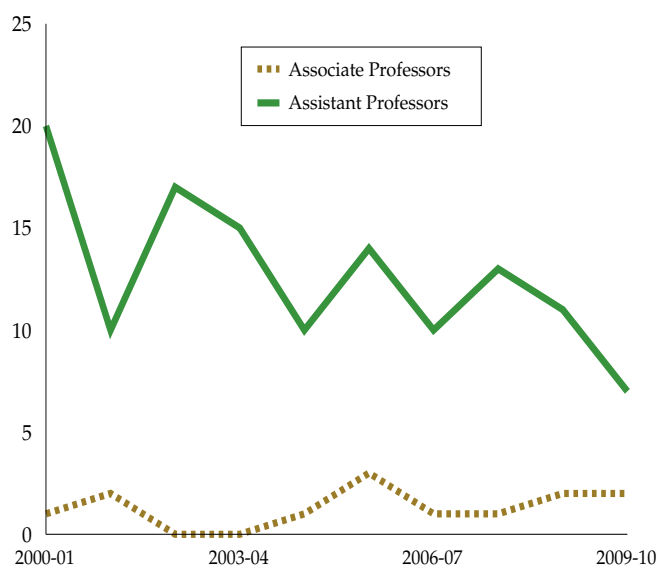
Note: International faculty are reported with non-minority faculty.

Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Attrition by Rank and Tenure Status

	Associate Professors		Assistant Professors	
	Tenured	Not Tenured	Tenured	Not Tenured
Agricultural Sciences	0	0	0	0
Applied Human Sciences	0	1	0	1
Business	1	0	0	0
Engineering	1	0	0	0
Liberal Arts	2	0	0	2
Libraries	2	0	0	2
Natural Sciences	0	1	0	1
Veterinary Medicine & Biomedical Sciences	0	0	0	1
Warner College of Natural Resources	1	0	0	0
University Total	7	2	0	7

Number of Faculty Who Leave a Tenure-Track Position Prior to Receiving Tenure

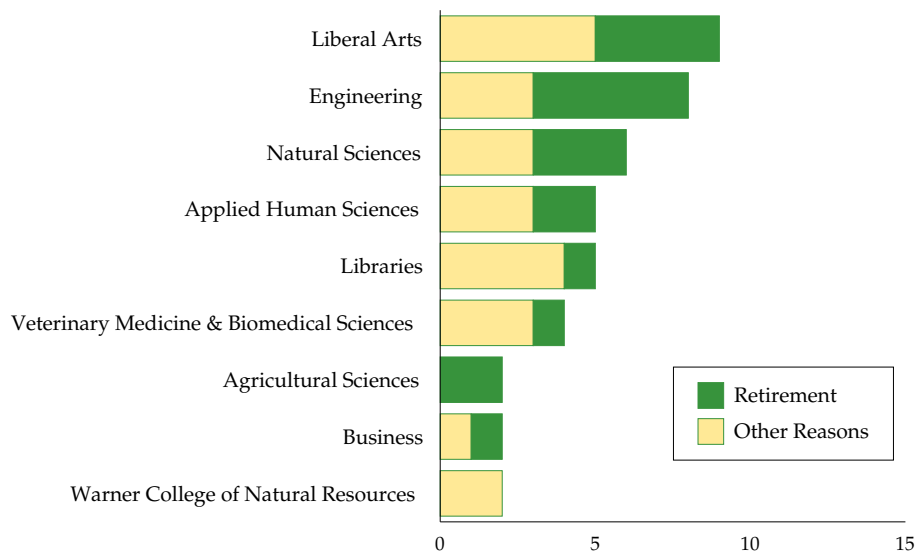


Tenure-Track Faculty Hires and Attrition 2010-11

Faculty Attrition by Rank and Separation Reason

	Full Professors		Associate Professors		Assistant Professors		All Ranks		Total Faculty
	Retire- ment	Other Reasons	Retire- ment	Other Reasons	Retire- ment	Other Reasons	Retire- ment	Other Reasons	
Agricultural Experiment Station	1	0	0	0	0	0	1	0	1
Agricultural Sciences	2	0	0	0	0	0	2	0	2
Applied Human Sciences	2	1	0	1	0	1	2	3	5
Business	1	0	0	1	0	0	1	1	2
Engineering	5	2	0	1	0	0	5	3	8
Liberal Arts	4	1	0	2	0	2	4	5	9
Libraries	1	0	0	2	0	2	1	4	5
Natural Sciences	3	1	0	1	0	1	3	3	6
Veterinary Medicine & Biomedical Sciences	1	2	0	0	0	1	1	3	4
Warner College of Natural Resources	0	1	0	1	0	0	0	2	2
University Total	20	8	0	9	0	7	20	24	44

Faculty Attrition by Separation Reason



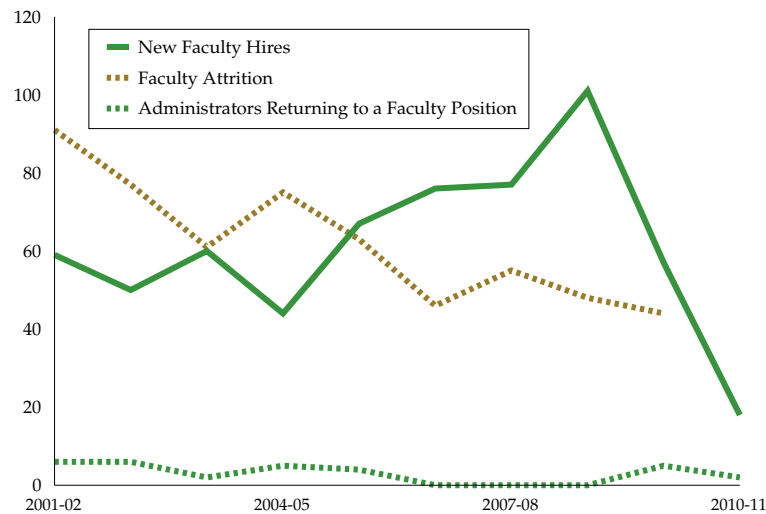
Note: The 'Other' separation reason includes faculty who leave CSU or enter another non-tenure-track faculty position at CSU.

Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Hires and Attrition

	Total Faculty	New Faculty Hires	Administrators Returning to Faculty Positions	Faculty Not Returning to a Tenure-Track Position the Following Year
2001-02	995	59	6	91
2002-03	960	50	6	77
2003-04	945	60	2	61
2004-05	933	44	5	75
2005-06	929	67	4	63
2006-07	942	76	0	46
2007-08	973	77	0	55
2008-09	1,019	101	0	48
2009-10	1,033	57	5	44
2010-11	1,000	18	2	N/A

History of Faculty Hires and Attrition



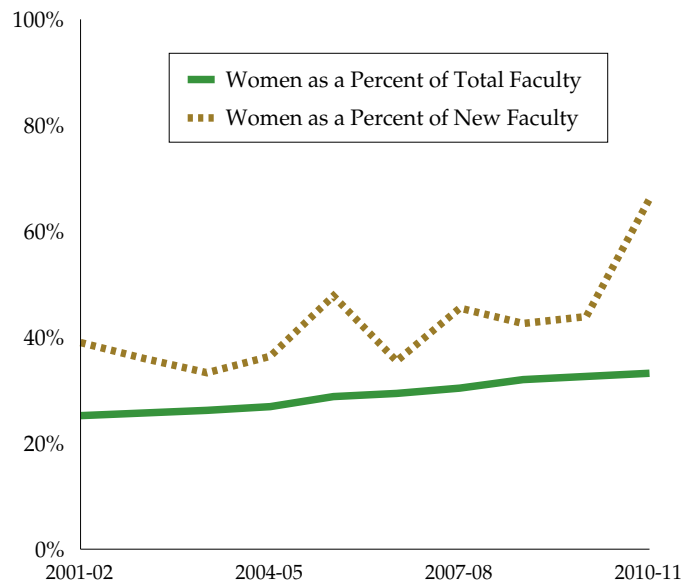
Note: The total number of faculty may not track with the number of faculty hires and attrition due to faculty on leave without pay and inactive transitional appointments who return to an active appointment the following year and are not counted in the hires and attrition categories.

Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Hires by Gender

	Total Tenure-Track Faculty	Total Women Faculty	Women Faculty as a Percent of Total Faculty	Total New Faculty Hires	Total Women Faculty Hires	Women Faculty as a Percent of New Hires
2001-02	995	251	25.2%	59	23	39.0%
2002-03	960	247	25.7%	50	18	36.0%
2003-04	945	248	26.2%	60	20	33.3%
2004-05	933	251	26.9%	44	16	36.4%
2005-06	929	268	28.8%	67	32	47.8%
2006-07	942	277	29.4%	76	27	35.5%
2007-08	973	296	30.4%	77	35	45.5%
2008-09	1,019	326	32.0%	101	43	42.6%
2009-10	1,033	337	32.6%	57	25	43.9%
2010-11	1,000	332	33.2%	18	11	61.1%

History of New Faculty Hires by Gender

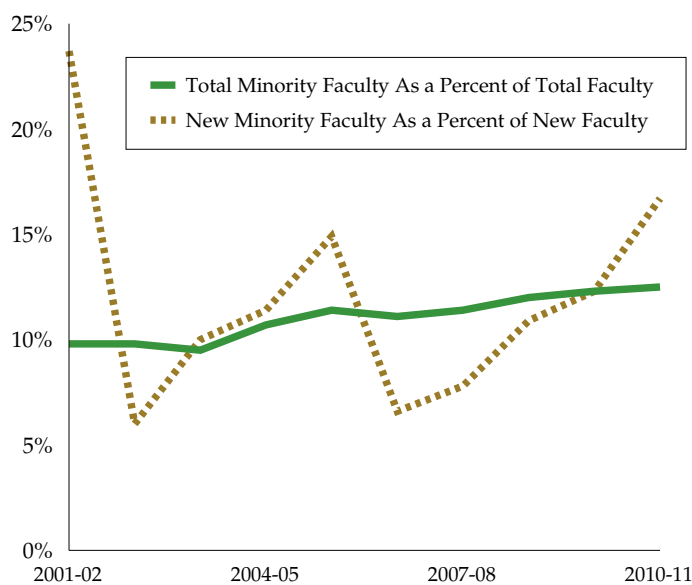


Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Hires by Minority Status

	Total Tenure-Track Faculty	Total Minority Faculty	Minority Faculty as a Percent of Total Faculty	Total New Faculty Hires	Total Minority Faculty Hires	Minority Faculty as a Percent of New Hires
2001-02	995	98	9.8%	59	14	23.7%
2002-03	960	94	9.8%	50	3	6.0%
2003-04	945	90	9.5%	60	6	10.0%
2004-05	933	100	10.7%	44	5	11.4%
2005-06	929	106	11.4%	67	10	14.9%
2006-07	942	105	11.1%	76	5	6.6%
2007-08	973	111	11.4%	77	6	7.8%
2008-09	1,019	122	12.0%	101	11	10.9%
2009-10	1,033	127	12.3%	57	7	12.3%
2010-11	1,000	125	12.5%	18	3	16.7%

History of New Faculty Hires by Minority Status



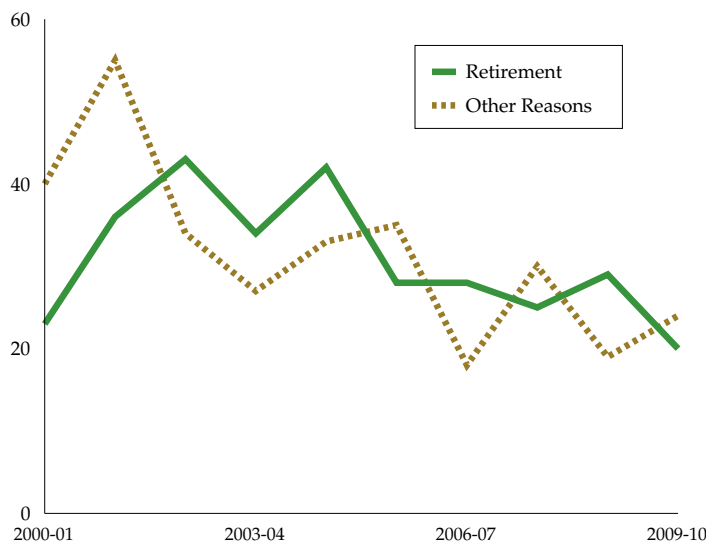
Note: International faculty are reported with non-minority faculty. The 2010-11 minority faculty percentage on this page differs from the minority percentage on page 5 because international faculty are excluded on page 5 and on this page they are reported with non-minority faculty.

Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Attrition by Rank and Separation Reason

	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	Ten-Year Change
Full Professors											
Retirement	16	24	34	28	33	24	25	22	23	20	25%
Other Reasons	11	19	13	3	10	13	4	8	1	8	-27%
Total	27	43	47	31	43	37	29	30	24	28	4%
Associate Professors											
Retirement	6	8	8	6	9	4	2	2	6	0	-100%
Other Reasons	10	25	4	9	11	8	4	10	7	9	-10%
Total	16	33	12	15	20	12	6	12	13	9	-44%
Assistant Professors											
Retirement	1	4	1	0	0	0	1	1	0	0	-100%
Other Reasons	19	11	17	15	12	14	10	12	11	7	-63%
Total	20	15	18	15	12	14	11	13	11	7	-65%
All Ranks Combined											
Retirement	23	36	43	34	42	28	28	25	29	20	-13%
Other Reasons	40	55	34	27	33	35	18	30	19	24	-40%
Total	63	91	77	61	75	63	46	55	48	44	-30%

History of Faculty Attrition by Separation Reason

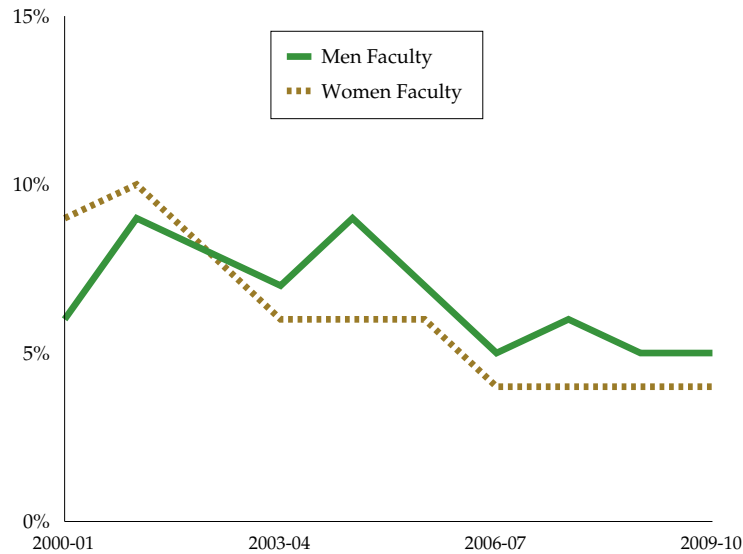


Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Attrition by Gender

	Faculty Not Returning for Following Year	Number of Men in a Tenure-Track Position	Number of Men Not Returning	Percent of Men Not Returning	Number of Women in a Tenure-Track Position	Number of Women Not Returning	Percent of Women Not Returning
2000-01	63	746	42	6%	247	21	9%
2001-02	91	744	67	9%	251	24	10%
2002-03	77	713	57	8%	247	20	8%
2003-04	61	697	47	7%	248	14	6%
2004-05	75	682	59	9%	251	16	6%
2005-06	63	661	47	7%	268	16	6%
2006-07	46	665	35	5%	277	11	4%
2007-08	55	677	42	6%	296	13	4%
2008-09	48	693	36	5%	326	12	4%
2009-10	44	668	31	5%	332	13	4%

Percent of Faculty Attrition by Gender

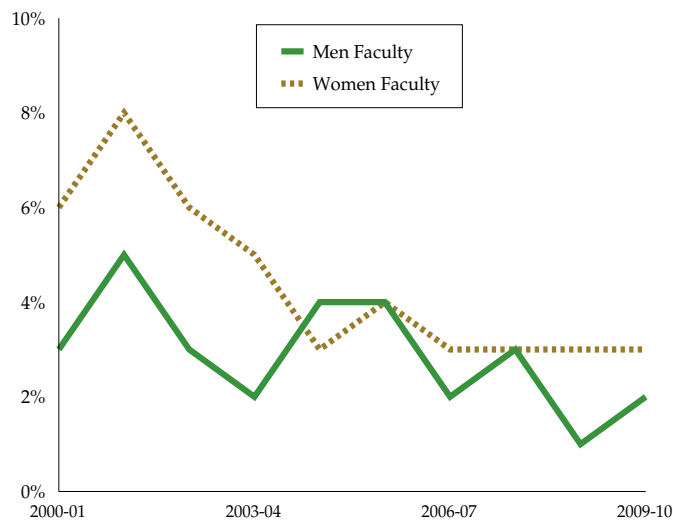


Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Attrition by Gender Excludes Retirements

	Faculty Not Returning for Following Year	Number of Men in a Tenure-Track Position	Number of Men Not Returning	Percent of Men Not Returning	Number of Women in a Tenure-Track Position	Number of Women Not Returning	Percent of Women Not Returning
2000-01	40	746	24	3%	247	16	6%
2001-02	55	744	35	5%	251	20	8%
2002-03	34	713	20	3%	247	14	6%
2003-04	27	697	14	2%	248	13	5%
2004-05	33	682	26	4%	251	7	3%
2005-06	35	661	24	4%	268	11	4%
2006-07	18	677	10	2%	277	8	3%
2007-08	30	677	20	3%	296	10	3%
2008-09	19	693	10	1%	326	9	3%
2009-10	24	693	13	2%	332	11	3%

Percent of Faculty Attrition by Gender
(Excludes Retirements)

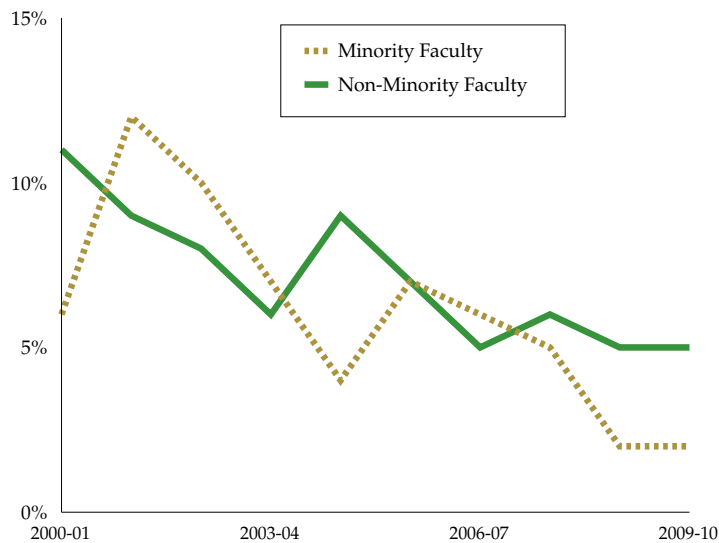


Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Attrition by Minority Status

	Faculty Not Returning for Following Year	Total Non-Minority Faculty	Non-Minority Faculty Not Returning	Percent of Non-Minority Faculty Not Returning	Total Minority Faculty	Minority Faculty Not Returning	Percent of Minority Faculty Not Returning
2000-01	63	898	53	6%	95	10	11%
2001-02	91	897	79	9%	98	12	12%
2002-03	77	866	68	8%	94	9	10%
2003-04	61	855	55	6%	90	6	7%
2004-05	75	833	71	9%	100	4	4%
2005-06	63	823	56	7%	106	7	7%
2006-07	46	837	40	5%	105	6	6%
2007-08	55	862	49	6%	111	6	5%
2008-09	48	897	46	5%	122	2	2%
2009-10	44	875	41	5%	125	3	2%

Percentage of Faculty Attrition by Minority Status



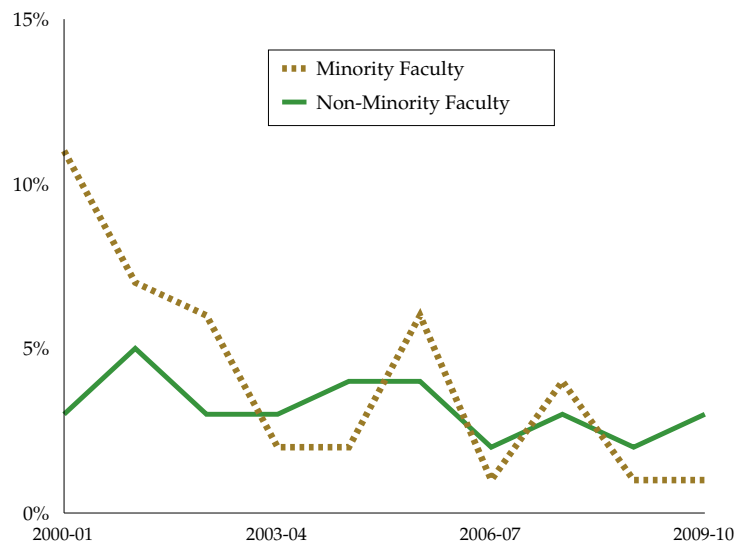
Note: International faculty are reported with non-minority faculty. The 2010-11 minority faculty percentage on this page differs from the minority percentage on page 5 because international faculty are excluded on page 5 and on this page they are reported with non-minority faculty.

Tenure-Track Faculty Hires and Attrition 2010-11

History of Faculty Attrition by Minority Status Excludes Retirements

	Faculty Not Returning for Following Year	Total Non-Minority Faculty	Non-Minority Faculty Not Returning	Percent of Non-Minority Faculty Not Returning	Total Minority Faculty	Minority Faculty Not Returning	Percent of Minority Faculty Not Returning
2000-01	40	898	30	3%	95	10	11%
2001-02	55	897	48	5%	98	7	7%
2002-03	34	866	28	3%	94	6	6%
2003-04	27	855	25	3%	90	2	2%
2004-05	33	833	31	4%	100	2	2%
2005-06	35	823	29	4%	106	6	6%
2006-07	18	837	17	2%	105	1	1%
2007-08	30	862	26	3%	111	4	4%
2008-09	19	897	18	2%	122	1	1%
2009-10	24	875	23	3%	125	1	1%

Percentage of Faculty Attrition by Minority Status (Excludes Retirements)



Note: International faculty are reported with non-minority faculty. The 2010-11 minority faculty percentage on this page differs from the minority percentage on page 5 because international faculty are excluded on page 5 and on this page they are reported with non-minority faculty.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Consent Item


Approved

MATTERS FOR ACTION:

Emeritus Rank Designation

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the conferral of rank of Professor Emeritus upon the faculty whose name appears on the following list.

College of Humanities and Social Sciences

Dr. David Sandoval – Recommendation for Professor Emeritus of History

Hasan School of Business

Dr. John Borton – Recommendation for Professor Emeritus of Computer Information Systems

EXPLANATION:

Presented by Russell J. Meyer, Provost and Vice President for Academic Affairs.

The faculty members listed above have met the qualifications to be awarded the status of Emeritus as set forth in the *CSU-Pueblo Faculty Handbook*.

Stretch Goal: Strengthen student success and advancement

Strategic Initiative: Maintain and enhance policies and processes that promote a diverse student body

MATTERS FOR ACTION:

Approval of the Colorado State University (CSU)-Global Campus definition of “nontraditional students”

RECOMMENDED ACTION:

Moved, that the Board of Governors approve the request from CSU-Global Campus to adopt the definition of “nontraditional students” expanded beyond what is currently found in its CSU-Global Campus Vision Statement established August 24, 2007. The new definition shall be as follows:

CSU-Global Campus defines its nontraditional learners as those that have some post secondary college-level credit and are over the age of 18; have currently or historically worked full-time; are considered financially independent as determined by financial aid eligibility; and who may also be considered as part of an underrepresented population including African Americans, Asian Americans, Latinos, Native Americans, Pacific Islanders, and first-generation college students.

EXPLANATION:

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

CSU-Global Campus’ Vision Statement reads, “CSU-Global Campus is the premier provider of innovative, higher learning opportunities for nontraditional students in Colorado and beyond.” The National Center for Education Statistics (NCES) defines a nontraditional learner as one that does not enter postsecondary education in the same calendar year that he or she finished high school; attends school part-time for at least part of the academic year; works full-time (more than 35 hours per week) while enrolled; is considered financially independent for determining eligibility for financial aid; has dependents other than a spouse; or is a single parent.

As part of its diversity initiative in alignment with the CSUS Values which include, “An appreciation for diversity and inclusiveness,” CSU-Global Campus requests the Board of Governors to approve its proposed expanded definition of nontraditional students:

Approved _____ Denied _____

Bonifacio A. Cosyleon, Board Secretary

Date

CSU-GLOBAL CAMPUS CREDIT TRANSFER POLICIES

NON-TRADITIONAL CREDIT TRANSFER

CSU-Global Campus may accept degree applicable transfer credit from non-traditional sources of credit. These include credit by exam, military credit, and non-collegiate sources of credit.

CREDIT BY EXAM

CSU-Global Campus may accept up to 30 hours of undergraduate credit by exam. Acceptance of credit is based on scores and age of credit. Exam credit options include:

Advanced Placement

CSU-Global Campus participates in the Advanced Placement Program of the College Entrance Examination Board. Under the program, outstanding secondary school students may take certain college-level courses in their own high schools. Students who have taken the Advanced Placement Examination and who have received scores of 3, 4, or 5 will be granted University credit as well as advanced placement. Credit is awarded and posted on the transcript without a grade, is counted toward graduation, and may be used to fulfill specific requirements.

CLEP, DSST

CSU-Global Campus will accept credit for test scores that meet established benchmarks for the College Level Examination Program (CLEP), DANTES Subject Standardized Tests (DSST), or other examinations recognized by the American Council on Education (ACE) College Credit Recommendation Service of the Center for Adult Learning and Educational Credentials, for the award of college-level credit. Students must submit an official score report showing that the student earned scores at or above established benchmarks. The CLEP reporting number for CSU-Global Campus is 3582.

International Baccalaureate Diploma Program

CSU-Global Campus recognizes and encourages high school students to participate in the International Baccalaureate Diploma Program. The University recognizes the IB program as a rigorous pre-university course of study for highly motivated secondary students. Students who successfully complete the IB program and examination(s) are eligible to receive credit and advanced placement standing at CSU-Global Campus. To receive University credit, a student must take the IB exam(s) and request that the scores be sent to CSU-Global Campus Office of Admissions. A score of 4 or better on the IB exam(s) will receive between 3 -10 credits for most examinations. The credit will be posted on the student's permanent record/transcript.

MILITARY CREDIT

CSU-Global Campus may accept up to 20 semester credits of military service credit that has been evaluated according to American Council on Education (ACE) Guidelines. Content of credit accepted in transfer may not duplicate coursework previously taken.

Military service credit is evaluated when official copies of transcripts for military schools are received. Army personnel should submit an AARTS Transcript, Navy and Marine personnel a SMART Transcript, Coast Guard personnel should submit a CGI transcript, and Air Force personnel a Community College of the Air Force Transcript. Courses are evaluated according to the American Council on Education (ACE) Guidelines.

NON COLLEGIATE CREDIT

Non-collegiate credit other than exam or military service credit may be considered for transfer if:

- It has been evaluated according to American Council on Education (ACE) Guidelines;

- It is listed in the National Guide to Educational Credit for Training Programs;
- It does not duplicate credit already accepted in transfer; and
- It is approved by the Dean or his/her designee

PLA PORTFOLIO PROJECT

The PLA Portfolio Project option allows CSU-Global Campus students to incorporate their prior professional and life experience with university-level research and writing to receive course credit based on course-equivalent learning. All undergraduate students who have earned a minimum of six credit hours from coursework and have an official transcript evaluation from CSU-Global Campus are eligible to apply for the PLA Portfolio Project. Students may identify up to 4 three-credit CSU GC courses for which they have post-high school professional and life experience resulting in knowledge-based college learning to integrate into Portfolio Project papers (note: students can apply for a maximum of 4 three-credit courses from their core program and/or a maximum of 3 three-credit courses from their specialization for a total maximum of 12 credit hours).

Transfer credit policies

Credit will be reviewed for transfer to CSU-Global Campus upon submission of official transcripts.

Undergraduate Transfer Information

ASSOCIATE DEGREE INFORMATION

CSU-Global Campus accepts the Associate of Arts or Associate of Science degree from a regionally accredited institution as fulfilling its general education requirements. In addition, CSU-Global Campus accepts the Colorado GT Pathways curriculum and the Colorado Community College and Occupational Educational System General Education Core Transfer Program as a substitute for its general education requirements. Transfer students who have completed the general education requirements at another Colorado state college or university will be considered to have fulfilled CSU-Global Campus' general education requirements. However, only courses with grades of C- or better will be accepted for credit in transfer. It is the student's responsibility to document that the general education requirements were satisfied at the transfer institution.

INTRA-SYSTEM (COLORADO) CREDIT TRANSFER

C.R.S. §23-5-112, "Intra-institutional and intrasystem transfers": (1) On or before October 1, 1993, the governing board of every state-supported institution of higher education shall have in place and enforce policies regarding transfers by students between undergraduate degree programs which are offered within the same institution or within the same institutional system. Such policies shall include, but shall not be limited to, the following provisions:

(a) If, not more than ten years prior to transferring into an undergraduate degree program, a student earns credit hours which are required for graduation from such undergraduate degree program, such credit hours shall apply to the completion of such student's graduation requirements from such undergraduate degree program following such transfer;

(b) A student who transfers into an undergraduate degree program shall not be required to complete a greater number of credit hours in those courses which are required for graduation from such undergraduate degree program than are required of students who began in such undergraduate degree program, nor shall there be any minimum number of credit hours required post-transfer other than the normal degree requirements for non-transferring students; and

(c) The grade point average which is required for a student to apply for and be fully considered for transfer into an undergraduate degree program shall be no higher than that which is required for graduation from such undergraduate degree program.

COLLEGIATE CREDIT

Credit is accepted by CSU-Global Campus from regionally accredited institutions. To be considered in transfer, non-remedial prior college credit must have been completed with a grade of C- or higher. Transfer grades are not computed within the cumulative grade point average earned at CSU-Global Campus.

When transferring coursework transcribed in quarter hours, CSU-Global Campus will convert this credit to semester hours. Each course's earned credit will be multiplied by 0.667.

Credit accepted towards the major or specialization must have been completed within 10 years from the date the student is accepted into the program. This time limit does not apply to general education credit. Upon review, credit older than 10 years may be accepted into the elective area.

CSU-Global Campus accepts the Associate of Arts or Associate of Science degree from a regionally accredited institution as fulfilling the University's general education requirements. However, only credit with a grade of C- or higher will be accepted in transfer towards degree program requirements.

For credit toward degree requirements, CSU-Global Campus accepts a maximum of 60 semester hours from community or junior colleges and/or a maximum of 90 semester hours from four-year institutions toward degree requirements.

Transfer grades and credits are not computed within the cumulative grade point average earned at CSU-Global Campus.

CO-OPERATIVE EDUCATION

Up to 8 semester credits of cooperative education may be considered for transfer. Cooperative education course work, to be acceptable, must include a clearly defined academic element, such as a study plan or reading assignments.

NATIONALLY ACCREDITED COURSEWORK

Credit from an institution without regional accreditation may be accepted by petition for transfer after the student has completed at least one semester of full-time coursework (12 credit hours) at CSU-Global Campus with a C (2.00) average or better. Institutions must be accredited by an organization recognized by the U.S. Department of Education unless otherwise approved by the Dean or his/her designee.

Acceptance of credit does not necessarily mean that a program will accept the same credit toward its major requirements. Each program evaluates transfer courses to determine applicability to major and minor requirements.

INTERNATIONAL CREDIT

CSU-Global Campus may accept credit earned at non-U.S. Institutions if the coursework is consistent in level and course content with courses offered at regionally accredited U.S. Institutions. Transcripts must be reviewed by an approved evaluation service in order to be considered for transfer. Official transcript evaluations must be sent directly from the evaluation service to CSU-Global Campus. Approved evaluation services are listed at <http://www.naces.org/>.

NON-ACCEPTANCE OF CREDIT

Transfer credit will not be accepted for courses that duplicate or significantly overlap each other in content and learning outcomes. Courses which by name, content, or description are developmental, remedial, or preparatory in nature will not be accepted in transfer. This may include courses not so named, but which have been evaluated by faculty content experts and are found to have learning outcomes that do not match expectations for college level learning.

Courses which are vocational, technical, or uniquely occupational in nature are not generally accepted in transfer.

TIME LIMITATION OF CREDIT TRANSFER

Any college credit earned more than 10 years before the date of admission must be approved for transfer into a CSU-Global Campus degree program.

Graduate Transfer Information

A maximum of nine (9) semester credit hours of graduate level coursework from other regionally accredited graduate institutions may be applied to a graduate degree program, provided that:

1. Credit considered for transfer must have been earned within the previous 10 years.
2. Transfer credit must be considered graduate level at the issuing institution and be deemed equivalent to CSU-Global Campus graduate courses (coursework numbered 500 and higher).
3. Graduate credits accepted in transfer must be from a course in which a grade of B or higher (on a 4.00 scale) was earned. Transfer grades and credits are not computed within the cumulative grade point average earned at CSU-Global Campus.
4. The credit has not already been used to satisfy degree requirements at another school, or at CSU-Global Campus.

Credit reviewed for transfer must show a substantial match in course content and learning outcomes to coursework within the CSU-Global Campus Master's degree program.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
FINANCE COMMITTEE MEETING AGENDA
February 15, 2011**

1. ***Discussion/Presentation:*** State budget/funding update 20 min.
2. ***Discussion/Presentation:*** Second quarter financials and review 20 min.
3. ***Discussion/Presentation/Action:*** Further implementation of SB-003
Flexibility by opting out of the state's accounts receivable rules 20 min.
4. ***Discussion/Presentation/Action:*** Consolidation of Agricultural Experiment
Station offices and change in banking services 20 min.

Finance Committee Presentation

February 15, 2011

BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

Agenda Item 1

Budget Update

- The Joint Budget Committee (JBC) met with staff Director John Ziegler on January 25th to discuss the state of the current year budget and the upcoming FY 2012 budget. As part of the briefing, and similar to last year, the committee was presented with information on potential “cut” areas within each state department . Higher Education had two items of note on the list, a reduction in the current year of \$47m representing the JBC not backfilling ARRA funds transferred to K-12 with General Fund. This could make the department in default with the requirements of ARRA (federal stimulus) funding so not sure how serious this is at this point.
- In addition, for next year’s budget on the list was reducing funding for higher education by \$277m or 50%.

Budget Update Continued

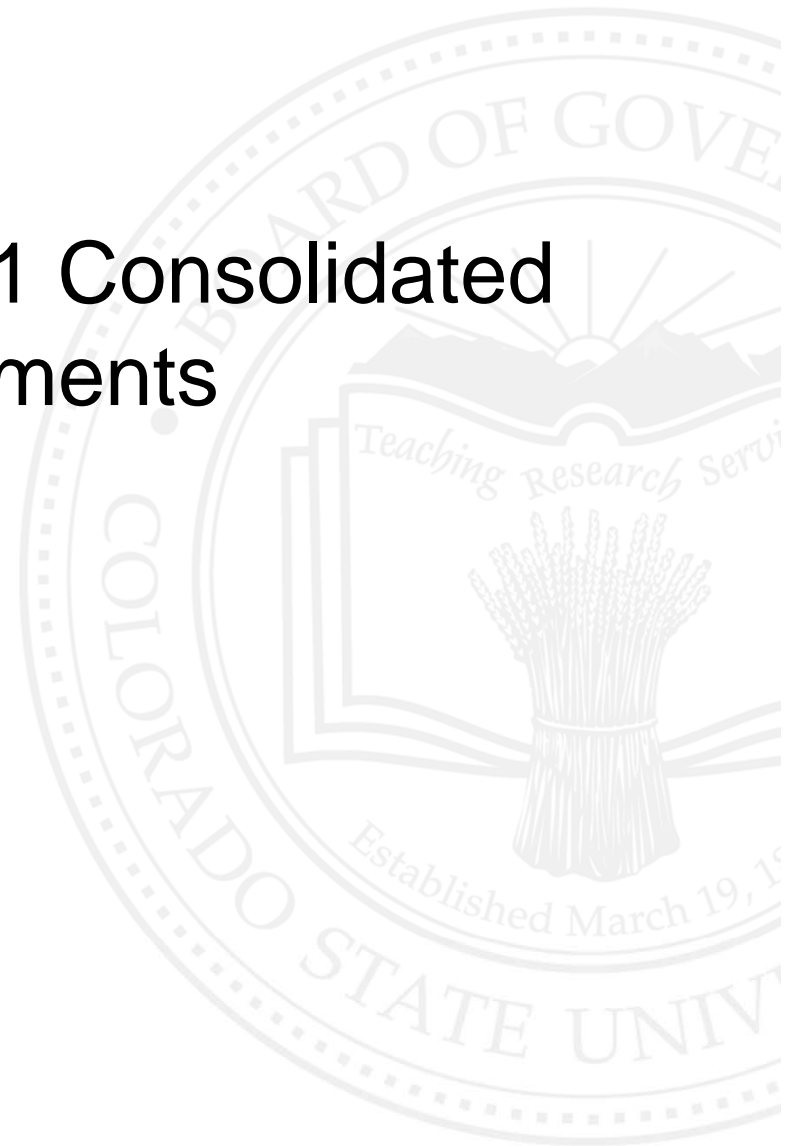
- A second document that was passed out was a report on available general fund money based on the December revenue forecast.
- On January 4th, the JBC voted to use OSPB revenue numbers and to keep a 4% reserve in FY11 and FY 12 (not good news for the budget in either year). Given these parameters, and without getting into all the caveats, it appears before any caseload growth or other new funding initiatives have been addressed the FY 2012 budget is \$410m out of balance (again not good news).
- If the JBC decides to go to a 2% reserve for FY 2012 the amount is reduced to about \$150m. Caseload growth and Medicaid pressures are in the \$300m to \$500m range of new funding needs which makes the budgetary shortfall for FY 2012 about \$1.0 billion at a 4% reserve level.

What Does it Mean

- What does this mean for higher education?
- The Department of Higher Education is already asking for at least a \$25m reduction in the FY 2012 funding request from \$555m to approximately \$530m or \$525m.
- Our strategy is to preserve as much funding for higher education by educating elected officials that funding below the \$555m mark hurts Colorado's economy.

Agenda Item 2

Second Quarter FY 2011 Consolidated Financial Statements



BOARD OF GOVERNORS *of the*
COLORADO STATE UNIVERSITY SYSTEM

**Board of Governors of the Colorado State University System
FY 2011 Second Quarter Income Statement - GAAP Basis**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Original Budget	FY 2011 Dec. 31, 2010 Actual	FY 2011 Adj. Annual Budget
<u>Revenues</u>					
Tuition & Fees	248,267,277	253,821,832	275,735,328	151,364,973	278,959,152
Fee for Service	73,232,919	38,798,216	74,632,612	37,227,684	75,200,727
Grants & Contracts	285,754,900	264,725,308	287,750,000	141,440,545	287,750,000
Sales & Services of Educational Departments	20,449,458	23,262,218	22,350,833	9,787,225	22,350,833
Sales & Services of Auxiliary Enterprises	125,261,261	127,148,118	127,436,000	69,229,974	127,436,000
Other Sources	5,609,825	5,752,906	5,791,502	3,293,973	5,791,502
Total Revenues	758,575,640	713,508,597	793,696,275	412,344,374	797,488,214
<u>Expenditures</u>					
Instruction	219,640,327	226,367,436	224,459,030	106,718,758	225,108,337
Research	174,169,649	175,959,777	180,190,000	85,398,309	180,250,000
Public Service	92,504,228	81,757,533	87,050,000	40,295,010	87,050,000
Academic Support	54,186,120	54,630,131	55,558,000	27,563,843	55,558,000
Student Services	28,840,424	29,387,379	34,196,667	15,796,432	35,065,234
Institutional Support	47,465,523	45,157,399	45,049,270	23,870,126	45,800,482
Operation of Plant	59,977,656	54,402,995	56,864,331	23,809,045	56,631,093
Scholarships & Fellowships	11,319,183	16,491,442	15,400,000	8,587,774	15,400,000
Auxiliary Expenditures	117,261,470	111,247,859	113,400,000	58,493,400	113,400,000
Depreciation	43,592,734	47,592,912	49,625,000	22,441,154	49,625,000
Total Expenditures	848,957,313	842,994,862	861,792,298	412,973,851	863,888,146
Operating Income (Loss)	(90,381,674)	(129,486,265)	(68,096,023)	(629,476)	(66,399,932)
Non-operating Revenues (Expenses)					
State Appropriations	4,750,000	6,300,000	5,700,000	4,230,000	5,700,000
Stabilization Funds	33,271,484	81,194,866	18,407,612	4,743,196	17,331,481
Gifts	27,669,767	24,520,874	25,550,000	12,233,901	25,550,000
Investment Income	11,386,081	7,620,642	8,210,000	3,312,768	8,230,000
Interest Expense on Capital Debt	(6,585,735)	(9,075,210)	(15,577,011)	(8,846,345)	(15,577,011)
Federal nonoperating grants and contracts	11,741,992	26,862,020	31,000,000	16,104,970	31,000,000
Other Non-operating Revenues (Expenses)	4,153,523	4,200,942	4,500,000	1,507,395	4,500,000
Net Non-operating Revenues	86,387,112	141,624,133	77,790,601	33,285,884	76,734,470
Income (Loss) Before other Items	(3,994,562)	12,137,868	9,694,578	32,656,408	10,334,538
Capital Revenues, Expenses, or Transfers					
State Capital Appropriations	32,951,068	13,831,914	12,100,000	8,155,161	12,100,000
Federal Capital Grants	6,166,441	12,109,868	7,500,000	3,455,308	7,500,000
Capital Gifts	4,027,942	5,813,017	2,300,000	388,310	2,300,000
Transfers (To)/From Governing Boards & Other Agencies	(274,355)	(360,015)	(450,000)	(164,432)	(450,000)
Permanent Endowment Addition	1,212,456	179,635	493,437	1,295,587	493,437
	(2,561,099)	1,169,918	1,000,000	-	1,000,000
Capital Revenues, Expenses, or Transfers	41,522,453	32,744,337	22,943,437	13,129,933	22,943,437
Net Increase (Decrease) in Net Assets	37,527,891	44,882,205	32,638,015	45,786,341	33,277,975

Board of Governors of the Colorado State University System Office
FY 2011 Second Quarter Income Statement - GAAP Basis

	FY 2009 Actual	FY 2010 Actual	FY 2011 Original Budget	FY 2011 Dec. 31, 2010 Actual	FY 2011 Adj. Annual Budget
Revenues					
Tuition & Fees	-	-	-	-	-
Fee for Service	-	-	-	-	-
Grants & Contracts	-	-	-	-	-
Sales & Services of Educational Departments	-	-	-	-	-
Sales & Services of Auxiliary Enterprises	-	-	-	-	-
Other Sources	-	-	-	-	-
Total Revenues	-	-	-	-	-
Expenditures					
Instruction	-	-	-	-	-
Research	-	-	-	-	-
Public Service	-	-	-	-	-
Academic Support	-	-	-	-	-
Student Services	-	-	-	-	-
Institutional Support	4,691,482	4,469,278	4,493,437	2,566,040	4,493,437
Operation of Plant	-	-	-	-	-
Scholarships & Fellowships	-	-	-	-	-
Auxiliary Expenditures	-	-	-	-	-
Depreciation	-	-	-	-	-
Total Expenditures	4,691,482	4,469,278	4,493,437	2,566,040	4,493,437
Operating Income (Loss)	(4,691,482)	(4,469,278)	(4,493,437)	(2,566,040)	(4,493,437)
Non-operating Revenues (Expenses)					
State Appropriations	-	-	-	-	-
Stabilization Funds	-	-	-	-	-
Gifts	-	-	-	-	-
Investment Income	304,007	5,119	-	-	-
Interest Expense on Capital Debt	-	-	-	-	-
Federal nonoperating grants and contracts	-	-	-	-	-
Other Non-operating Revenues (Expenses)	-	23,000	-	-	-
Net Non-operating Revenues	304,007	28,119	-	-	-
Income (Loss) Before other Items	(4,387,475)	(4,441,159)	(4,493,437)	(2,566,040)	(4,493,437)
Capital Revenues, Expenses, or Transfers					
State Capital Appropriations	-	-	-	-	-
Federal Capital Grants	-	-	-	-	-
Capital Gifts	-	-	-	158,000	-
Transfers (To)/From Governing Boards & Other Agencies	4,805,460	4,489,513	4,493,437	3,128,224	4,493,437
Permanent Endowment Addition	-	-	-	-	-
Capital Revenues, Expenses, or Transfers	4,805,460	4,489,513	4,493,437	3,286,224	4,493,437
Net Increase (Decrease) in Net Assets	417,984	48,354	-	720,184	-

Colorado State University Fort Collins
Income Statement - All Funds - Three Year Trend - GAAP Basis

	FY 2009 Actual	FY 2010 Actual	FY 2011 Original Budget	FY 2011 Dec. 31, 2010 Actual	FY 2011 Adj. Annual Budget
<u>Operating Revenues</u>					
Student tuition and fees	224,818,298	224,350,885	236,000,000	130,551,347	236,162,045
State fee for service revenue	67,200,946	35,109,218	67,879,733	33,858,846	67,717,688
Grants and contracts	267,162,700	253,648,470	275,700,000	133,341,847	275,700,000
Sales and services of educational activities	20,158,767	22,925,560	22,000,000	9,591,282	22,000,000
Auxiliary enterprises	115,730,497	114,806,624	116,900,000	62,574,270	116,900,000
Other operating revenue	4,888,928	5,156,324	5,000,000	2,914,308	5,000,000
Total Operating Revenues	699,960,136	655,997,081	723,479,733	372,831,900	723,479,733
<u>Operating Expenditures</u>					
Instruction	198,989,784	204,094,857	200,000,000	94,999,114	200,000,000
Research	173,974,741	175,776,006	180,000,000	85,231,030	180,000,000
Public service	88,315,112	77,731,250	83,000,000	38,712,508	83,000,000
Academic support	46,956,126	47,474,950	48,000,000	23,915,457	48,000,000
Student services	21,282,623	21,691,771	21,700,000	10,047,981	21,700,000
Institutional support	34,686,639	34,958,515	36,000,000	19,004,789	36,000,000
Operation and maintenance of plant	54,766,386	50,536,708	50,000,000	20,039,475	50,000,000
Scholarships and fellowships	6,349,419	9,547,616	9,000,000	4,928,457	9,000,000
Auxiliary enterprises	104,937,112	100,161,363	102,300,000	51,504,672	102,300,000
Depreciation	40,291,707	43,092,711	45,000,000	20,118,884	45,000,000
Total Operating Expenses	770,549,649	765,065,747	775,000,000	368,502,367	775,000,000
Operating income (loss)	(70,589,513)	(109,068,666)	(51,520,267)	4,329,534	(51,520,267)
<u>Nonoperating Revenues (expenses)</u>					
State appropriations	4,750,000	6,300,000	5,700,000	4,230,000	5,700,000
State fiscal stabilization	29,290,395	72,363,314	16,700,000	4,743,196	16,700,000
Gifts	25,629,919	22,981,719	24,000,000	11,549,218	24,000,000
Investment income	9,819,302	7,438,025	8,000,000	3,227,068	8,000,000
Interest expense on capital debt	(5,692,968)	(8,275,483)	(14,000,000)	(8,057,839)	(14,000,000)
Federal nonoperating grants and contracts	11,741,992	17,868,677	22,000,000	11,164,857	22,000,000
Other nonoperating revenues	5,021,303	4,672,096	5,000,000	1,995,374	5,000,000
Net nonoperating revenues and (expenses)	80,559,943	123,348,348	67,400,000	28,851,873	67,400,000
Gain (loss) before other revenues (expenses)	9,970,430	14,279,682	15,879,733	33,181,407	15,879,733
<u>Other revenues (expenses)</u>					
State capital contributions	30,978,673	4,234,669	1,500,000	1,222,936	1,500,000
Capital grants	6,166,441	12,109,868	7,500,000	3,455,308	7,500,000
Capital gifts	4,027,942	5,813,017	2,300,000	230,310	2,300,000
Payments (to)/from governing board & other agencies	(3,593,004)	(3,934,387)	(4,000,000)	(1,711,411)	(4,000,000)
Additions (reductions) to permanent endowments	(2,561,099)	1,169,918	1,000,000	-	1,000,000
Total other revenues (expenses)	35,018,953	19,393,085	8,300,000	3,197,142	8,300,000
Increase (decrease) in net assets	44,989,383	33,672,767	24,179,733	36,378,549	24,179,733

Colorado State University Pueblo
Income Statement - All Funds - Three Year Trend - GAAP Basis

	FY 2009 Actual	FY 2010 Actual	FY 2011 Original Budget	FY 2011 Dec. 31, 2010 Actual	FY 2011 Adj. Annual Budget
Revenues					
Tuition & Fees	21,846,430	22,832,152	25,900,000	13,961,388	25,900,000
Fee for Service	6,031,973	3,688,998	6,752,879	3,368,838	7,483,039
Grants & Contracts (See Note 1.)	18,523,477	10,442,639	10,650,000	7,682,871	10,650,000
Sales & Services of Educational Departments	290,691	336,658	350,833	195,943	350,833
Sales & Services of Auxiliary Enterprises	9,530,764	12,341,494	10,536,000	6,655,704	10,536,000
Other Sources	707,845	421,837	735,252	356,771	735,252
Total Revenues	56,931,180	50,063,777	54,924,964	32,221,515	55,655,124
Expenditures					
Instruction	19,617,620	20,788,079	21,181,000	10,297,483	21,181,000
Research (See Note 2.)	194,908	183,771	190,000	167,279	250,000
Public Service	4,189,116	4,026,283	4,050,000	1,582,502	4,050,000
Academic Support	5,715,615	5,835,226	6,158,000	2,975,766	6,158,000
Student Services	6,350,984	6,785,174	6,790,000	3,303,422	6,790,000
Institutional Support	3,499,924	3,334,994	3,350,000	1,466,717	3,350,000
Operation of Plant	4,916,361	3,564,772	6,504,331	3,715,652	6,504,331
Scholarships & Fellowships	4,901,041	6,309,627	4,700,000	2,811,297	4,700,000
Auxiliary Expenditures	12,324,358	11,086,496	11,100,000	6,988,728	11,100,000
Depreciation	3,301,027	4,500,201	4,625,000	2,322,270	4,625,000
Total Expenditures	65,010,954	66,414,622	68,648,331	35,631,116	68,708,331
Operating Income (Loss)	(8,079,774)	(16,350,845)	(13,723,367)	(3,409,601)	(13,053,207)
Non-operating Revenues (Expenses)					
State Appropriations	-	-	-	-	-
State Fiscal Stabilization	3,981,089	8,831,552	1,707,612	-	631,481
Gifts	2,039,848	1,539,155	1,550,000	684,683	1,550,000
Investment Income	1,224,678	177,498	180,000	85,700	180,000
Interest Expense on Capital Debt	(892,767)	(799,727)	(1,577,011)	(788,506)	(1,577,011)
Federal Grants/Contracts	(1.)	8,993,343	9,000,000	4,940,113	9,000,000
Other Non-operating Revenues (Expenses)	(867,780)	(494,154)	(500,000)	(487,979)	(500,000)
Net Non-operating Revenues	5,485,068	18,247,666	10,360,601	4,434,011	9,284,470
Income (Loss) Before other Items	(2,594,706)	1,896,821	(3,362,766)	1,024,410	(3,768,737)
Capital Revenues, Expenses, or Transfers					
State Capital Appropriations	1,972,395	9,597,245	10,600,000	6,932,225	10,600,000
Federal Capital Grants	-	-	-	-	-
Capital Gifts	-	-	-	-	-
Transfers (To)/From Governing Boards & Other Agencies	(274,355)	(360,015)	(450,000)	(164,432)	(450,000)
Permanent Endowment Addition	-	-	-	-	-
Capital Revenues, Expenses, or Transfers	1,698,040	9,237,230	10,150,000	6,767,793	10,150,000
Net Increase (Decrease) in Net Assets	(896,666)	11,134,051	6,787,234	7,792,203	6,381,263

Note (1.) The State Controller's Office decided to follow GASB direction that all Pell revenue would be reported as non-operating revenue. FY2009 was restated but not FY 2008.

Note (2.) CSU-Pueblo has one research grant which has nearly doubled the total. It is also almost fully spent now.

COLORADO STATE UNIVERSITY - GLOBAL CAMPUS
FY 2011 Second Quarter Income Statement - GAAP Basis

	FY 2009 Actual	FY 2010 Actual	FY 2011 Original Budget	FY 2011 Dec. 31, 2010 Actual	FY 2011 Adj. Annual Budget
Revenues					
Tuition & Fees	1,602,549	6,638,795	13,835,328	6,852,238	16,897,107
Fee for Service	-	-	-	-	-
Grants & Contracts	68,723	634,199	1,400,000	415,827	1,400,000
Sales & Services of Educational Departments	-	-	-	-	-
Sales & Services of Auxiliary Enterprises	-	-	-	-	-
Other Sources	13,052	174,745	56,250	22,894	56,250
Total Revenues	1,684,324	7,447,739	15,291,578	7,290,959	18,353,357
Expenditures					
Instruction	1,032,923	1,484,500	3,278,030	1,422,161	3,927,337
Research	-	-	-	-	-
Public Service	-	-	-	-	-
Academic Support	1,514,379	1,319,955	1,400,000	672,620	1,400,000
Student Services	1,206,817	910,434	5,706,667	2,445,029	6,575,234
Institutional Support	4,587,477	2,394,612	1,205,833	832,580	1,957,045
Operation of Plant	294,909	301,515	360,000	53,918	126,762
Scholarships & Fellowships	68,723	634,199	1,700,000	848,020	1,700,000
Auxiliary Expenditures	-	-	-	-	-
Depreciation	-	-	-	-	-
Total Expenditures	8,705,228	7,045,215	13,650,530	6,274,328	15,686,378
Operating Income (Loss)	(7,020,904)	402,524	1,641,048	1,016,631	2,666,979
Non-operating Revenues (Expenses)					
State Appropriations	-	-	-	-	-
Stabilization Funds	-	-	-	-	-
Gifts	-	-	-	-	-
Investment Income	38,094	-	30,000	-	50,000
Interest Expense on Capital Debt	-	-	-	-	-
Federal nonoperating grants and contracts	-	-	-	-	-
Other Non-operating Revenues (Expenses)	-	-	-	-	-
Net Non-operating Revenues	38,094	-	30,000	-	50,000
Income (Loss) Before other Items	(6,982,810)	402,524	1,671,048	1,016,631	2,716,979
Capital Revenues, Expenses, or Transfers					
State Capital Appropriations	-	-	-	-	-
Federal Capital Grants	-	-	-	-	-
Capital Gifts	-	-	-	-	-
Transfers (To)/From Governing Boards & Other Agencies	-	(375,491)	-	(121,226)	-
Permanent Endowment Addition	-	-	-	-	-
Capital Revenues, Expenses, or Transfers	-	(375,491)	-	(121,226)	-
Net Increase (Decrease) in Net Assets	(6,982,810)	27,033	1,671,048	895,405	2,716,979

Agenda Item 3

Opt Out of State's Account Receivable Rules

- Senate Bill 10-003 the higher education flexibility bill allows governing boards to opt out of certain state rules.
- Last year, the Board approved the opt-out on state fiscal rules.
- Internal streamlined fiscal rules were developed and put in place within 4 months of the opt-out.
- This year, in accordance with provisions of the bill the CSU System would like to opt-out of the state's account receivable rules.
- Instead of following the state's rules, our institutions can develop rules and regulations for collecting any loans or other outstanding debts owed to the CSU System.
- This allows for better cash management at hopefully a better collection return on outstanding debts.
- A recommendation that the board adopt the attached resolution is recommended.

**Collection Account Returns
Banner Student and Commercial Accounts
Collected in Full
Data as of January 28, 2011**



Internal Collections

Special Assets Office within Business & Financial Services

Date Assigned	Number Assigned	Amount Assigned	Number Collected	Amount Collected	Number Forwarded	Amount Forwarded	% of Accounts Collected	% of Dollars Collected
November-08	81	153,479	34	74,716	46	78,763	42%	49%
December-08	54	49,196	23	27,471	31	22,024	43%	56%
January-09	124	112,375	66	75,700	55	29,581	53%	67%
February-09	640	1,292,069	355	430,142	274	816,030	55%	33%
March-09	177	271,824	125	245,480	52	26,343	71%	90%
April-09	150	179,931	107	148,088	40	25,672	71%	82%
May-09	73	45,086	39	19,735	27	11,773	53%	44%
June-09	72	47,926	49	28,271	23	19,656	68%	59%
July-09	94	57,290	58	41,202	34	15,505	62%	72%
August-09	79	56,876	52	50,840	24	4,575	66%	89%
September-09	1769	1,243,619	820	348,446	875	751,238	46%	28%
October-09	112	84,506	72	39,282	10	4,242	64%	46%
November-09	117	120,586	76	90,175	4	4,471	65%	75%
December-09	115	68,139	83	47,999	6	3,513	72%	70%
January-10	91	51,636	53	36,264	4	5,502	58%	70%
February-10	92	133,233	71	123,305	2	547	77%	93%
March-10	224	254,636	94	90,594	14	10,506	42%	36%
April-10	556	1,298,429	253	417,412	10	11,380	46%	32%
May-10	101	69,353	65	58,709	1	22	64%	85%
1-Jun-10	178	142,595	90	115,365	5	1,681	51%	81%

External Collections

Central Collection Services at the State of Colorado

Date Assigned	Number Assigned	Amount Assigned	Number Collected	Amount Collected	% of Accounts Collected	% of Dollars Collected
November-08	1506	195,358	396	34,296	26%	18%
December-08	128	258,732	24	31,970	19%	12%
January-09	115	267,163	24	36,478	21%	14%
February-09	136	168,597	28	22,582	21%	13%
March-09	61	63,639	8	1,947	13%	3%
April-09	83	154,979	8	9,797	10%	6%
May-09	60	98,873	10	15,905	17%	16%
June-09	46	107,049	5	2,203	11%	2%
July-09	177	305,316	31	32,594	18%	11%
August-09	124	215,108	25	31,765	20%	15%
September-09	127	154,230	17	18,192	13%	12%
October-09	32	92,379	8	6,879	25%	7%
November-09	585	56,693	108	8,079	18%	14%
December-09	202	443,083	34	76,006	17%	17%
January-10	143	175,699	29	29,992	20%	17%
February-10	38	79,333	7	14,728	18%	19%
March-10	56	101,683	5	3,099	9%	3%
April-10	39	52,640	7	6,077	18%	12%
May-10	118	204,023	9	15,840	8%	8%
1-Jun-10	241	411,812	29	28,793	12%	7%

Stretch Goal: N/A Strategic Initiative: N/A

Approved

MATTERS FOR ACTION:

The Board of Governors of the Colorado State University System (Board): Authorizing the institutions of the Colorado State University System to promulgate rules and regulations relating to procedures for collecting any loans or other outstanding obligations owed to the institution.

RECOMMENDED ACTION:

MOVED, that the Board does hereby authorize the Colorado State University System (System), Colorado State University (CSU), Colorado State University-Pueblo (CSU-Pueblo), and Colorado State University-Global Campus (CSU-Global) to each promulgate rules and regulations relating to procedures for collecting any loans or other outstanding obligations owed to the respective institution.

EXPLANATION:

Presented by Rich Schweigert, CFO, Colorado State University System, and Lynn Johnson CFO, Colorado State University System.

As part of the Higher Education Flexibility Bill that passed in 2010, institutions of higher education were granted authority under C.R.S. § 23-5-113, to develop rules and regulations for collecting any loans or other outstanding debts owed to the institution. Previously, the institutions were statutorily required to refer past due debts to the State Controller for collection, unless the Controller granted the institution a written waiver of that obligation. By authorizing the development of rules and regulations for collecting outstanding debts, the institutions will no longer be subject to the Controller's discretion and will be able to manage the collection of those outstanding debts.

Approved

Denied

Bonifacio A. Cosyleon, Board Secretary

Date

Agenda Item 4

Consolidation of Agricultural Experiment Station Functions

- Consolidating operations of 3 Stations into one account
 - Rogers Mesa – Closing June 30, 2011
 - Fruita
 - Orchard Mesa
- Existing bank requires SSN# and is now charging service fees
- New bank requires Board Resolution to open account with no fees being charged

The Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Action Item

Stretch Goal: N/A Strategic Initiative: N/A

Approved

MATTERS FOR ACTION:

Opening of new bank account for the Western Colorado Research Center

RECOMMENDED ACTION:

MOVED, that the Board approve the opening of new bank account at the American National Bank in Grand Junction, Colorado to allow for the operating expenses of the Western Colorado Research Center.

EXPLANATION:

Presented by Lynn Johnson, CFO, Colorado State University

The Western Colorado Research Center is comprised of three research centers: Fruita, Orchard Mesa, and Rogers Mesa. These sites primarily focus on agronomic research in new and alternative crops and cropping systems, viticulture and enology research and technical support to the wine industry, and research and outreach on tree fruits and other specialty crops.

Imprest bank accounts are needed for the operation of these research centers to pay those expenses for which local vendors will not accept credit cards or wait for a University check. Many of the expenses are incurred in times where equipment and parts are needed during the growing season to get the equipment back on line immediately. In addition the imprest account is used to pay temporary seasonal help particularly at harvest. Due to the nature of the temporary labor, normal practice with growers is to pay at the end of the week. If we don't pay workers on that basis we lose perishable crops.

Historically, each of the three research centers has had its own separate bank account. However, due to a decreasing amount of activity at the centers, it was decided that one bank account could be used efficiently as a shared bank for all three sites. CSU is in the process of closing the three existing bank accounts but need to open this new bank account before that can be finalized.

Approved

Denied

Bonifacio A. Cosyleon, Board Secretary

Date

Opening imprest bank account

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT COMMITTEE MEETING AGENDA
February 15, 2011**

Board Members: **Scott Johnson, Chair**
 Bonifacio Cosyleon
 Mary Lou Makepeace

Staff: Allison Horn

1. Status of FY 10-11 Audit Plan
 (Allison Horn) (10 minutes)
2. Status of Open Audit Recommendations
 (Allison Horn) (5 minutes)
3. Presentation from BKD, LLP on Financial Audit (15 minutes)
4. Current events of Internal Auditing office, questions from
 the Committee (10 minutes)

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
February 15, 2011**

Board Members: Ed Haselden, Chair, Bonifacio Cosyleon, Mary Lou Makepeace,
Joe Zimlich

CSURF Board Liaison: TBD

Staff: Stuart MacMillan

CONFIDENTIAL/ Executive Session

OPEN Session

- | | | |
|---|-----------------|--------|
| 1. Acquisition of CSFS - Golden Site | (Stu MacMillan) | Action |
| 2. Forest Legacy Conservation Easement
For Ben Delatour Scout Ranch-Larimer County | (Stu MacMillan) | Action |
| 3. Lease of BNSF Right-of-Way | (Stu MacMillan) | Action |
| 4. Long Term Lease to City of Fort Collins
for Frisbee Golf Course at Hughes Stadium | (Stu MacMillan) | Action |

AGENDA
BOARD OF GOVERNORS
February 15-16, 2011
Colorado State University-Pueblo
Occhiato University Center – East Ballroom

WEDNESDAY, FEBRUARY 16, 2010

Breakfast for the Board of Governors	8:00 – 9:00 a.m.
Commence Meeting - Call to Order	9:00 a.m.
1. <u>PUBLIC COMMENT</u>	9:00 – 9:05 a.m.
2. <u>BOARD CHAIR’S AGENDA</u>	9:05 – 9:35 a.m.
3. <u>EXECUTIVE SESSION</u>	9:35 – 10:15 a.m.
4. <u>CONSENT AGENDA</u>	10:15 – 10:30 a.m.

A. Colorado State University System

- Approval of December 2010 Executive Committee Meeting Minutes
- Approval of December 2010 Evaluation Committee Meeting Minutes
- Approval of December 2010 Academic Affairs Committee Meeting Minutes
- Approval of December 2010 Finance Committee Meeting Minutes
- Approval of December 2010 Audit Committee Meeting Minutes
- Approval of December 2010 Real Estate/Facilities Committee Meeting Minutes
- Approval of December 2010 Student Affairs Presentation Minutes
- Approval of December 2010 Board of Governors Regular Meeting Minutes
- Approval of January 2011 Academic Affairs Committee Meeting Minutes
- Approval of January 2011 Executive Committee Meeting Minutes

B. CSU-Fort Collins:

- Sabbatical Leave Recommendations*
- Emeritus Rank Designations* { *Reviewed and referred to the full Board at the January 11th Academic Affairs Committee meeting.
- Nondelegable Personnel Actions
- Academic Faculty and Admin Professional Manual Revision: Add Department of Ecosystem Science and Sustainability in the College of Natural Resources

C. CSU-Pueblo

- Emeritus Rank Designations* { *Reviewed and referred to the full Board at the January 11th Academic Affairs Committee meeting.

5. STUDENT & FACULTY REPRESENTATIVES' REPORTS 10:30 – 10:50 a.m.

A. Student Reports

CSU – Fort Collins: Student Report

CSU – Pueblo: Student Report

B. Faculty Reports

CSU – Fort Collins: Faculty Report

CSU – Pueblo: Faculty Report

6. CHANCELLOR'S REPORT 10:50 – 11:10 a.m.

- Chancellor's Report

7. SYSTEM REPORT 11:10 – 11:40 a.m.

- Strategic Plan Update– Presented by Chancellor Joe Blake
 - CSU System
 - CSU- Fort Collins
 - CSU-Global
 - CSU-Pueblo

LUNCH 11:40 – 12:00 p.m.

8. PRESIDENTS' REPORTS and CAMPUS UPDATES

A. CSU – Pueblo

12:00 – 12:20 p.m.

- President's Report – Presented by Interim President Julio Leon

B. CSU – Fort Collins:

12:20 – 1:00 p.m.

- President's Report – Presented by President Tony Frank
 - CSU-Ft. Collins Action Items:
 - Degree Program Name Change
 - Drop Degree Program

CSU- Ft. Collins Action Items: (Carried forward from Executive Session)

C. CSU – Global:

1:00 – 1:10 p.m.

- President's Report– Presented by President Becky Takeda-Tinker
 - CSU-Global Action Items:
 - Definition of Nontraditional Students

D. COMMITTEE REPORTS

1:10 – 2:00 p.m.

Executive Committee (Pat McConathy)

Academic Affairs Committee (Dorothy Horrell, Chair)

Finance Committee (Joe Zimlich, Chair)

Audit Committee (Scott Johnson, Chair)

Real Estate/Facilities Committee (Ed Haselden, Chair)

E. **INSTITUTIONAL DISCUSSION ITEMS**

ADJOURN

PLEASE NOTE in the Appendix you will find:

- I. Construction Status Reports
 - A. CSU – Pueblo
 - B. CSU – Ft. Collins
- II. BOG standing committees and memberships

Section

1

Public Comment

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Section

2

Board Chair's Agenda

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3

Executive Session

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4

Consent Agenda

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
EXECUTIVE COMMITTEE MEETING MINUTES
DECEMBER 7, 2010**

CALL TO ORDER

The meeting was brought to order by the Chair of the Executive Committee, Patrick McConathy at 8:00 a.m.

ROLL

Board members present: Dorothy Horrell, Scott Johnson, Bonifacio “Boney” Cosyleon, Joe Zimlich, and Don Elliman.

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

The committee interviewed two search firms as potential consultants for the Colorado State University-Pueblo Presidential Search. The firms were represented by Jessica Kozloff, Academic Search, and Alberto Pimentel, Storbeck/Pimentel & Associates.

The committee reached the consensus that a decision will be made at a later time.

The meeting adjourned at 10:05 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
EVALUATION COMMITTEE MEETING MINUTES
DECEMBER 7, 2010**

CALL TO ORDER

The meeting was brought to order at 10:10 a.m. by Mary Lou Makepeace, Chair of the Committee.

ROLL

Board members present: Pat McConathy, Dorothy Horrell, Scott Johnson, Bonifacio “Boney” Cosyleon, Joe Zimlich, and Don Elliman.

Note: John Ikard resigned from the Board of Governors effective December 1, 2010.

A motion to go into Executive Session was made by Don Elliman, seconded by Bonifacio “Boney” Cosyleon and unanimously approved. General Counsel Michael Nosler read the committee into Executive Session. The committee came out of Executive Session and adjourned at 11:45 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
DECEMBER 7, 2010**

CALL TO ORDER

The meeting was brought to order by the Chair Dorothy Horrell at 12:00 p.m.

ROLL

Committee members present: Dorothy Horrell, Chair; Joseph Zimlich; Scott Johnson; Mary Lou Makepeace

Board members present: Pat McConathy, Don Elliman, Bonifacio Cosyleon

Administration present: Joe Blake, Chancellor; Becky Takeda-Tinker, President, CSU-Global; Rick Miranda, Provost, CSU-Fort Collins; Russ Meyer, Provost, CSU-Pueblo; Jett Conner, Dean of Academic Affairs, CSU-Global

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

The Chair commented on how the committee was working with Sheila Trice Bell, Executive Secretary to the Board, to get a more comprehensive agenda for the committee and that they are going forward. Dr. Horrell mentioned that the Co-chair John Ikard had resigned from the Board.

Provosts Russ Meyer and Rick Miranda were asked to give highlights of the Annual Performance Contract Reports.

Rick Miranda, Provost of CSU-Fort Collins then gave brief comments on sabbatical leave recommendations, emeritus rank designations, and degree candidates that will be presented as consent items at the full board meeting. Chair Horrell said they had reviewed and were referring them to the full board for approval.

Provost Miranda also gave a background on a resolution regarding obsolete minimum standards for academic progress of student athletes. This resolution was reviewed and referred to the full board for approval. Chair Horrell said they had reviewed and were referring the resolution to the full board for approval.

Russ Meyer, Provost of CSU-Pueblo gave brief comments on sabbatical leave recommendations, emeritus rank designations, and degree candidates that will be presented as consent items at the full board meeting. Chair Horrell said they had reviewed and were referring them to the full board for approval.

President Becky Takeda-Tinker gave brief comments on degree candidates and discussed seven new degrees being presented at the full board meeting for approval. These new degrees are: BS in Accounting; BS in Communication; BS in Healthcare Administration and Management; BS in Interdisciplinary Studies; BS in Criminal Justice; Master of Healthcare

Administration and Management; and Master of Criminal Justice. Chair Horrell said they had reviewed and referred the new degrees to the full board for approval.

There being no further business, the meeting adjourned at 12:24 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
FINANCE COMMITTEE MEETING MINUTES
DECEMBER 7, 2010**

CALL TO ORDER

The meeting was brought to order at 12:24 p.m. by the Chair of the Finance Committee, Joe Zimlich.

ROLL

Board members present: Dorothy Horrell, Don Elliman, Mary Lou Makepeace, Patrick McConathy, Bonifacio “Boney” Cosyleon, Joe Zimlich and Scott Johnson

Administration present: Joe Blake, Chancellor; Rich Schweigert, System CFO; Becky Takeda-Tinker, President CSU-Global

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

Guest present: Amy Parsons, Vice President for University Operations, CSU-Fort Collins

The Chair called the meeting to order at 12:24 p.m. and asked Amy Parsons to discuss the employee study privileges program offered through the CSU System and how to integrate CSU-Global into that system to make online classes available to all employees. A motion to adopt the new policy was made by Governor Elliman, seconded by Chairman Zimlich and the committee voted to approve.

CFO Schweigert then presented the state of the State budget indicating that State higher education funding was holding steady at \$555 million and discussed the lobbying effort undertaken by the CSU System and others to ensure that CSU continues to receive the maximum support of State legislators in the budgeting and funding processes.

President Becky Takeda-Tinker gave her presentation on the status of CSU-Global, including a multi-media presentation regarding what the Global Campus is doing, how they are doing it and how well. President Takeda-Tinker read some excerpts from the HLC report which was a product of the recent site visit and it was determined from that report and student satisfaction surveys that in the areas of meeting student expectations and learning objectives there is a 71 percent satisfaction rate amongst students currently enrolled. She discussed growth projections that Global needed to reach a 5,000-student enrollment figure at which point it would be able to expand in the necessary administrative and offerings areas, which goal was projected to be met in the next fiscal year. She stressed the overall strategic plan, goals and objectives of Global Campus, that being to serve as a degree completion program for nontraditional adult learner, with a

recent emphasis on underserved students, and explained how those clearly defined metrics are constantly being monitored and measured.

CFO Schweigert then moved on to the next agenda item, a review of the quarterly financial statements, highlighting the consolidated financial report of the System as a whole. About \$794 million in direct revenues is expected to come into the System, with about 38 percent already having been posted, putting the System on track. The original budget amount was set at \$861.7 million, and those figures were projected to stay about the same. Expenses are set to increase by 2.5 percent which is less than projected revenue growth. Any adjustments that may be required would be brought to the Board sometime in the third quarter, after the drop date. A group consisting of CFO Rich Schweigert, General Counsel Mike Nosler and others have almost completed their work on creating a set of fiscal rules to replace the State's fiscal rules which have been more difficult to work with and from which the System seeks to opt out. There is a base System set of rules for which each individual campus can tailor to meet their specific needs. Schweigert thanked the Board and all involved for their efforts in completing that monumental effort.

He then moved on to the topic of establishing a CSU System Treasury as there has been less than a 2.5 percent return from the State Treasury on their investment portfolio of around \$283 million without bond funds. A Financial Advice Report and Board of at least three members -- a treasurer, Board member and three members of the financial committee -- are also required to oversee the System Treasury. Over the course of the next three to six months they will start looking at creating the Advisory Committee and talked about doing a stepped approach, a two or three year process in which \$50 million may be taken out at a time to ensure the stability of the funds and system on a gradual basis rather than all at one time. An RFP search for a financial firm to handle the evaluation and advise will be out in another week and a half and other institutions and foundations will be consulted as to the firms they are utilizing for these issues.

There being no further business, at 1:21 p.m. the meeting was adjourned.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT COMMITTEE MEETING MINUTES
DECEMBER 7, 2010**

CALL TO ORDER The meeting was brought to order at 1:31 p.m. by the Chair of the Audit Committee, Scott Johnson.

ROLL

Board Members present: Pat McConathy, Joe Zimlich, Don Elliman, Dorothy Horrell, Bonifacio “Boney” Cosyleon, and Mary Lou Makepeace

Administration present: Allison Horn, CSU System Auditor; Mike Nosler, General Counsel; Rich Schweigert, CFO

Board of Governors Staff present: Sheila Trice Bell, Executive Secretary to the Board
Allison Horn began the meeting with the information that no formal audit reports have been issued since the last board meeting, but that there are three that should be issued before the next meeting.

The new auditor for CSU-Pueblo is working on a special project for the Chancellor and Interim President on student fees policies and procedures.

Ms. Horn also reported that the follow-up process is changing and all three institutions are making good progress on implementing recommendations.

The meeting was then read into Executive Session. The Committee came out of Executive Session. No further business was conducted and the meeting adjourned at 2:09 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES MEETING MINUTES
DECEMBER 7, 2010**

CALL TO ORDER

The meeting was brought to order at 2:14 p.m. by Committee Vice Chair Joe Zimlich in the absence of the Committee Chair Ed Haselden.

ROLL

Board members present: Patrick McConathy, Dorothy Horrell, Scott Johnson, Bonifacio “Boney” Cosyleon, and Don Elliman. Student Representatives: Steve Titus and Cooper Anderson; Faculty Representatives: Jen Mullen and Dan Turk

Administration present: Joe Blake, Chancellor; Tony Frank, President, CSU-Ft. Collins; Becky Takeda-Tinker, President, CSU-Global; Julio Leon, President, CSU-Pueblo

Assigned Staff present: Stuart MacMilan;

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

Guest: Kathleen Henry, President/CEO of CSU Foundation/CSU Research Foundation

General Counsel Michael Nosler read the meeting into Executive Session. The meeting came out of Executive Session and adjourned at 3:09 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
STUDENT AFFAIRS PRESENTATION MINUTES
DECEMBER 7, 2010**

A Student Affairs Presentation started at 3:10 p.m.

The full Board was in attendance with the exception of one member.

Administration present: Chancellor Joe Blake, General Counsel Mike Nosler, CFO Rich Schweigert, CSU-Pueblo Interim President Julio Leon, CSU-Fort Collins President Tony Frank, CSU-Global President Becky Takeda-Tinker, Executive Secretary Sheila Trice Bell.

Guests present: Dr. Blanche Hughes, Vice President for Student Affairs, CSU-Fort Collins and Dr. Zav Dadabhoy, Dean of Student Life, CSU-Pueblo.

President Tony Frank began the presentation by introducing Dr. Blanche Hughes, a Ph.D. graduate of CSU who heads up the Student Affairs Division, which is the section of the University that handles the housing, feeding and general promotion of the social and academic success of the students. He read an excerpt from a very complimentary email from the family of a student praising the University's handling of their student and communications with families.

Dr. Hughes began her presentation by outlining the role of the Student Affairs Division, most importantly in their Mission and Strategic goals being student learning and success. The remainder of the topics under the Teaching and Learning aspect of the Strategic Plan is partnerships and collaboration, with the community, with the Deans and with all aspects of the University in its many operations; their relationship with Institutional Research to ensure their outcomes and actions are data-driven; development of new initiatives with the Division of Diversity under the leadership of the new Vice-President for Diversity.

Dr. Hughes then presented two organizational charts, one divided into what the Division calls "cluster," Housing and Dining and Lory Student Center are entire departments under the Division, while the remainder of departments are grouped together. The other organizational arrangement presented was more of an explanation of how the various groups in the Department work together. She then talked about all of the ways in which the Division nourishes students' bodies, minds, and souls, and explained more deeply the depth and breadth of the activities of the Division. She broke down some specific statistics in dining and housing and highlighted efforts in closing the graduation gap with peer institutions, the ultimate goal being to achieve and retain the number one position in graduation rates.

She discussed the budget which supports all of the Division's operations. Most revenue is generated through the students (fees and auxiliary operations) and some through grants and through the State budget. The Lory Student Center and housing are the main recipients of funds. State funded areas are the Wellness Programs and office of the Vice-President of Diversity. Campus Life is supported solely through student fees and Academic Support is funded by a combination of student fees and grant money.

Some offices within the Division are quite small. Most of the work of the division is completed by students, some 2,000 of whom work for the Division, gaining real-life experience while they assist in carrying out the mission of the Division. She highlighted the breadth and scope of experience of the individuals working in the Division - from janitors up to Vice-Presidents - and noted that of the 14 members of the Leadership Team there was 301 years of experience in the CSU System.

Dr. Hughes described how they gather the information about the students so as to be most effective in delivering the necessary services to this population. The Department uses long-term national assessment data and national scholarly research on college students. Moreover the department prepares scholarly research and publications about college student services. CSU offers a nationally recognized program in Student Affairs. The Department's breadth of research and knowledge support this program.

She then described the student population noting that 60 percent of students indicate they attend CSU due to the solid academic reputation of the institution. In many regards CSU students tend to follow averages in student characteristics nationwide except in some key areas where CSU students tend to be 8 to 10 percent higher than their national counterparts, those being in civic-mindedness and interest in green initiatives. CSU students are also above average in their community service and volunteer work. Diversity among students has increased from 5 percent in 1985 to 14 percent in 2010, and this is also an initiative that garners much attention from this Division.

There has also been an increase in lower income and first-generation students attending CSU in recent years. However first-generation numbers have started to decline slightly, attributable to the state of the national economy. First-generation college enrollees are thought to be overwhelmingly from within the State of Colorado.

Dr. Hughes also noted an increase in the enrollment of students with stated disabilities and it was noted that this was partially due to the expanded definitions of what constitutes disability; many of these listed are mental/emotional disabilities rather than physical limitations. There was a brief discussion about the current ADA accessibility on the campuses and reported that all academic programs, but not all residence facilities, currently are fully accessible to those with physical disabilities.

Dr. Hughes then described how the students of today differ from those of 20 years ago, and described the "emerging adult" phase of 17- to 25-year-olds has been the subject of much research and discussion. Students of this age range are not quite ready to be fully-

fledged adults at this stage of their development and need more guidance and assistance in their decision-making. A much greater percentage of students than in the past intend to re-habituate with their parents upon completion of college.

A question was asked regarding support for the GLBT population and the programs offered at the various campuses were reviewed.

Dr. Hughes went on to describe the larger role that parents and families have in college students' lives. The Division has found that this strong parental contact serves as a powerful retention agent. Therefore the Division strongly encourages parent participation and involvement in student life.

Dr. Hughes then addressed the topic of alcohol on campus noting the good news that the percentage of students who choose not to use alcohol on campus has risen to 47 percent. The bad news, she reported, is that the 20 percent of students who do engage in significant alcohol consumption have or are engaged in very serious addiction and abuse problems. This is the portion of the population with which Student Affairs expends most of its time and efforts. The remaining 80 percent either do not drink at all, or use alcohol in a responsible manner.

Mental health issues including depression, bipolar syndrome, schizophrenia and the autism-spectrum disorders remain significant challenges. Student Affairs is often apprised of these situations prior to the student's arrival and can assist in managing their treatment.

Dr. Hughes was asked about suicide prevention efforts on campus and she described the interventions to identify and assist students who are at risk.

The final point Dr. Hughes discussed how Student Affairs is assisting the academic transition for students who find they are struggling more academically than they expected.

In summation Dr. Hughes discussed the programs that facilitate the best academic and social experience for the students to be successful at the institution and in life. The Student Retention Plan uses industry best practices and engages stakeholders throughout the University to increase student retention.

Dr. Zav Dadabhoy, Dean of Student Life at CSU-Pueblo, was then introduced to give his presentation about the state of student affairs in Pueblo. He began his discussion describing the reorganization of the Student Affairs Office to make it a more strategically focused. The main focus in aligning with the University's Strategic Plan is to incorporate more varied learning experiences for the students outside of the classroom thus enhancing the learning that is currently taking place.

Dr. Dadabhoy focused on four goals: enhancing educational opportunities, increasing student engagement, developing a sense of community and belonging; and extending student learning outside of the classroom. This is to be accomplished by partnering with the faculty to extend these experiences beyond the class. The best way to achieve these goals is to increase and improve assessment so that data collected can be utilized.

Dr. Dadabhoy next discussed budgeting. Funds come from housing, student fees and Federal programs and grants. He said that the Student Affairs sector has had some difficulty keeping up with the rapid growth of the institution. Expanding staff and reorganizing the programs are designed to address this challenge. The number of student visits to the counseling center has quadrupled over the previous year's number, indicating the improvement in communications of this Office as well as the increase in students' seeking assistance with issues.

The Recreation Center is becoming very well established with 3,700 out of 5,000 students visiting the Recreation Center. Students involved in intramural sports have skyrocketed. He highlighted the new resident facilities in the Residence Village. The fact that more upper classmen are living in the residence halls is a testament to the quality of these new halls. He highlighted some of the social and academic programs that are conducted in the residence halls to enhance student life in the halls.

By far the most important aspect of the enhancement of student life has been the partnerships with faculty members and enhancing their relationships with the students. Pueblo held their first student convocation and over 1,000 students and parents participated - a large success. He discussed the importance of working with the parents of first-generation students and the parents' participation in campus life with their students.

Dr. Dadabhoy listed the best practices of other universities across the country that Pueblo is trying to implement or integrate into campus life to bring the maximum enhancement to student life for the students at Pueblo.

At the conclusion of Dr. Dadabhoy's presentation, a discussion followed about the qualities of the richness of campus life being worth additional cost to students over a commuter, community or online college experience.

Governor Makepeace was joined by the Board in giving their thanks to both speakers. Their presentations illuminated the importance of the Board's work by highlighting the students' experiences at the campuses.

The presentation was concluded at approximately 4:40 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
December 8, 2010**

CALL TO ORDER

Committee Chair Patrick McConathy brought the public meeting to order at 9:09 a.m.

ROLL

Governors present: Ed Haselden, Bonifacio Cosyleon, Mary Lou Makepeace, Dorothy Horrell, Joe Zimlich, Scott Johnson; Don Elliman; Student Representatives Steven Titus and Cooper Anderson; Faculty Representatives Jennifer Mullen, Dan Turk.

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

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

PUBLIC COMMENT

The Chair opened the public meeting seeking public comment, of which there was none offered.

BOARD CHAIR AGENDA

He then moved on to the resignation of John Ikard, for which he had received a letter and shared the highlights with the Board. The basic reason for the resignation was listed as the avoidance of conflicts of interest with his employment duties.

The Chair then asked for and gave recognition to the Fort Collins staff for the outstanding and difficult job they have been doing in covering for President Frank while he has been splitting time between the Fort Collins and Pueblo campuses.

The Chair then moved on to committee assignments, announcing the addition of a Student Affairs Committee in 2011 that Cooper Anderson and Steve Titus would be on; he also asked Dan Turk and Jennifer Mullen be part of the Academic Affairs Committee; as well as asking Jennifer Mullen and Cooper Anderson to serve on the Real Estate Committee; and Dan Turk and Steve Titus be on the Finance Committee.

EXECUTIVE SESSION

The Chair then asked for a motion to enter into Executive Session, a motion was made and unanimously approved.

PUBLIC SESSION

The meeting reconvened in Public Session, presided over by Vice Chair Haselden in the Chair's absence. The first item presented was the minutes from the November 29th, 2010 meeting in

which interim President of CSU-Pueblo, Julio Leon, was appointed and agreed upon. General Counsel Mike Nosler presented the minutes to the full Board, the resolution was unanimously approved appointing Dr. Julio Leon, and the minutes of the Executive Session will be recorded with the full Board minutes.

NAMING OPPORTUNITY

Governor Haselden then read the naming opportunity resolution renaming a campus facility to Glen Morris Field House in honor of CSU Alumnus and Olympic Gold Medal winner, Glen Morris. A motion was made, seconded and unanimously approved.

CONSENT AGENDA

The next item covered by Governor Haselden was the Consent Agenda. A motion was moved, seconded and the consent agenda was unanimously approved.

STUDENT AND FACULTY REPORTS

Student Reports

Student Reports were next on the agenda and Governor Haselden asked Cooper Anderson, CSU-Fort Collins Student Representative to present his report. Mr. Anderson's first item was mention of the collective student effort to bring about change in the "unrelated persons" housing rules, and the national student regent conference attended in October to assist students in improving their leadership skills. Mr. Anderson noted he and Steve Titus, CSU-Pueblo Student Representative, are quite active in the organization and he is assisting them with writing their constitution, and submitted the remainder of his written report in full.

Steve Titus, CSU-Pueblo Student Representative, presented his report next and the first item reported was the naming of Interim President Julio Leon. Mr. Titus expressed gratitude to former CSU-Pueblo President Joe Garcia for his service to the Pueblo campus. Mr. Titus highlighted the outstanding series of speakers that were scheduled to come to campus to give talks and mentioned the Student Governing Board's meeting in which a memorandum to Interim President Frank was voted upon regarding allocation and assessment of program fees, an ongoing project of the Student Governing Board.

Faculty Reports

Dan Turk, CSU-Fort Collins Faculty Representative, gave the CSU-Fort Collins Faculty Council report. He reported on the Faculty Council's revisions to their manual and reported on the free vaccination program in which 11,000 students were vaccinated against meningococcal disease (meningitis) after an unfortunate student death.

Jennifer Mullen, CSU-Pueblo Faculty Representative, gave the Pueblo report. Jennifer reported the activities of the Faculty Senate, namely in eliminating one of the duplicate budget boards currently in place, as well as the formation of an ad hoc committee focused on Academic Excellence. She thanked and credited Provost Russ Meyer for his efforts in boosting enrollment and his consistent academic leadership through another presidential change.

PRESIDENTIAL REPORTS

CSU-Pueblo

Interim President of CSU-Pueblo, Julio Leon, gave his campus report on CSU-Pueblo. He began with a report about a patent granted to Professor Jacksick for breakthrough nanotechnology. He discussed grants that were recently received, namely \$750,000 from FIPSE and a 5-year, \$2.8-million grant to increase the number of Hispanics receiving Master's degrees from CSU-Pueblo. The library at CSU-Pueblo is now migrating to a different management software system that will allow it to better integrate with systems used on the other campuses.

President Leon concluded his report with his impressions from his first week on the job. He detailed the numerous activities and meetings which he has undertaken to become acclimated to the job and upcoming events planned. Governor Haselden then took the opportunity to give sincere thanks and asked for recognition for all of Dr. Frank's hard work and efforts in keeping both campuses operating smoothly prior to the placement of Dr. Leon.

CSU-Fort Collins

President Tony Frank gave his report from the CSU-Fort Collins campus. He highlighted the fact that the graduation rate norm was at a high this past year and also that the University is launching an undergraduate degree program in Biomedical Engineering. He discussed service and outreach programs and noted the significant increases in invention disclosures and highlighted a partnership that has been ongoing with the Saratov State University in Russia to explore and develop methods of intellectual property commercialization. He noted the CPA pass rate for CSU graduates was the best in the State and double the national average. He spoke of the U.N. program in desertification and the Department of the Interior's Climate Science Center, and the depth and breadth of experience in the University's Environmental Sciences department. He discussed a visit with Chair McConathy to the Colorado State Forest Service and the benefits to Colorado from that department. Dr. Frank reported on the 1870 dinner and asked the Board for their further participation in that event in the future. At this time, \$400 million has been raised of a \$500 million campaign with a year remaining to acquire the remaining \$100 million to achieve the campaign goal. Dr. Frank was pleased to announce that the Parade of Lights and the 1870 Dinner were both sellout events.

He then distributed the FACT Book and campus-wide project updates on the status of the budget process. He responded to questions about the use of the FACT book and some specific facts and figures represented therein.

CSU-Global

Chairman McConathy then re-joined the meeting and, presiding, called upon President Becky Takeda-Tinker to present her report on CSU-Global Campus. Dr. Takeda-Tinker very briefly highlighted Global's recent progress and success in the areas of student success and satisfaction, the launching of a career center and the enrollment statistics for the January term. In the area of expanding their statewide presence, this past fall Global saw a full 28 percent of their students coming from the community colleges. Dr. Takeda-Tinker concluded

by noting in her sixth month as President of Global Campus, she wanted to thank the Chancellor and Board for giving her the opportunity to grow and expand Global in a dynamic and aggressive manner.

CHANCELLOR AND SYSTEM REPORTS

The Chair then moved to the CSU System Chancellor Report and System Report.

Chancellor Blake began by recognizing and delivering a short biography about Dr. Julio Leon, Interim President at CSU-Pueblo, followed by expressing his gratitude to the campus, faculty, and student leadership for all of their assistance during the transition period following Dr. Garcia's departure for the Lieutenant Governor campaign and Dr. Leon's appointment.

Chancellor Blake outlined the two fronts in which the System is taking action regarding legislative matters and described the law firm and other parties involved in participating in the meetings being held to help influence and determine the outcome of the legislative process as it relates to the educational system in the State. The Chancellor touched upon his meeting with Cooper Anderson and other representatives and recapped the elections, specifically the defeat of Amendments 60 and 61 and Proposition 101 with the help of Coloradans for Responsible Reform. He talked about the meeting recently with CCHE and thanked Richard Schweigert and Bridget Mullen for their hard work in building successful relationships within the Commission.

Chancellor Blake then outlined the progress being made on the Strategic Plan and all of the ways in which the Strategic Plan is shared with stakeholder groups in order to build and continue the plan's momentum. He mentioned once again the success of the Parade of Lights and the 1870 Dinner, both of which were sellout events, and thanked Melanie Geary for all of her hard work in making those events a huge success.

Chancellor Blake then gave a brief CSU Systems report, discussing the results of the Student Success and Satisfaction Survey and the progress being made in all areas of improvement of student education and success. A discussion followed about average student debt load upon graduation and if the programs being offered was in alignment with average national salaries so as to make those debt loads realistic for students entering their respective fields. He touched on sustainability and the goal ratio of income to expenses currently a 1.4 percent income over expense ratio.

The Chancellor discussed the initiative "Building a Stronger Colorado" meant to expand the CSU presence throughout the State in attracting transfer students from other institutions. In Pueblo, the goal is to increase freshmen retention by keeping freshmen in student housing. Global's goal of an 80 percent rating from students of "meeting expectations" in learning is very close to the current 71 percent rating. He also outlined the efforts of joining with the public school systems in Colorado and expanding educational opportunities for Hispanics in Colorado.

CFO Rich Schweigert then clarified the sustainability figures, indicating that the income to expenditure ratio is even closer to the goal of four percent than was originally reported.

COMMITTEE REPORTS

Evaluation Committee

Governor Mary Lou Makepeace gave a presentation on the Evaluation Committee and asked that a motion be made that the full Board accept the Presidents' self-evaluations and their goals for 2011 as revised based on the Board's input. It was moved, seconded and unanimously approved. Governor Makepeace then proposed a motion be made granting a \$37,500 bonus to the Chancellor for meeting 75 percent of his performance goals per his employment contract, which was made, seconded and unanimously approved.

A motion was then proposed by Governor Makepeace, moved and seconded for the full Board's approval of the performance goals for President Frank, having already been reviewed and approved by the Chancellor. This motion was unanimously approved.

A motion was then requested by Governor Makepeace to approve a \$15,000 bonus be paid to President Frank for serving as interim President of CSU-Pueblo, the motion was made, seconded and unanimously approved.

Academic Affairs Committee

Next, Governor Dorothy Horrell gave the Academic Affairs Committee report. She highlighted that the committee was still getting its sea legs under it. With the assistance of the in-depth background papers from the provosts, the committee is determining the area of most importance. Also, she announced that with John Ikard leaving the committee as co-chair, Don Elliman is his successor. Governor Horrell then reported that their next meeting, scheduled for January, would be rescheduled due to the accreditation trip to Chicago with President Takeda-Tinker for CSU-Global. Governor Horrell then presented the new degree programs, en bloc, for approval for which a motion was made, seconded and unanimously approved. The final Academic Affairs Committee item was a motion to approve the discontinuation of the minimum academic progress standards for student athletes as these have been determined to be obsolete and redundant with other standards governing student athletes. The motion was made by Governor Horrell, seconded by Governor Zimlich and unanimously approved.

Finance Committee

Governor Joe Zimlich gave his report from the Finance Committee. The first item discussed and sole item for board action was the CSU System Employee Study Privilege Policy. Other issues discussed in the committee were: CFO Rich Schweigert gave an update on the State budget, and talked about the CSU-System presentation of the Joint Budget Committee; President Takeda-Tinker gave an update on the CSU-Global Campus; Schweigert gave a review of the first quarter Fiscal 2011 consolidated financial statements, an overview of the update of State Fiscal Rules, opting out of those; and there was a brief discussion on the beginning stages of setting up an internal System Treasury. Relative to the CSU System Employee Study Privilege Policy, a motion was made by Governor Elliman, seconded by

Governor Zimlich and unanimously approved that each campus would now be responsible for bearing the financial burden of their own institution for the cost of that program.

Real Estate/Facilities Committee

Governor Zimlich also presented the report from the Real Estate Committee, noting there were no actions for the Board and all Board members were in attendance at the meeting the previous day.

Audit Committee

Governor Scott Johnson was then called upon to give the Audit Committee's report. He publicly thanked Allison for her efforts and had nothing further to report.

Executive Committee

The final item on the agenda was the report from the Executive Committee. Chairman McConathy began by announcing the ten members of the Presidential Search Advisory Committee: Dorothy Horrell as the Chairman; Mary Lou Makepeace as Vice-Chairman; Bonifacio Cosyleon; community members Ralph Williams and Henry Roman; faculty representatives Judy Baca and Katherine Frank; classified employee Geraldine Trujillo-Martinez; student representative Dawn DiPrince; administrative professional representative Tracy Samora.

The Chairman then asked for a motion to give the power to choose the search firm to himself and Dorothy Horrell as the Chairman of the Advisory Committee. That motion was made by Gove, seconded and unanimously approved.

President Tony Frank then asked for a motion from the Board to renew the Colorado State University Research Foundation Alignment Credit Program, used for leasing equipment. A motion to approve was made by Governor Haselden, seconded Governor Cosyleon and unanimously approved.

The Chairman then requested that Board members, at the February Board meeting, be available the evening prior to committee meetings to socialize with students. He said Sheila Trice Bell, the new Executive Secretary to the Board, would put together social and business agendas for the next meeting.

There being no further business, the Chair asked for and received a motion to adjourn which was unanimously approved. The meeting was adjourned at 11:44 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
JANUARY 11, 2011**

CALL TO ORDER

Committee Chair Dorothy Horrell brought the meeting to order at 10:30 a.m.

ROLL

Board Member present: Don Elliman; Faculty Representative Jennifer Mullen CSU-Pueblo, via telephone.

Administration present: Joe Blake, Chancellor; Becky Takeda-Tinker, President, CSU-Global; Rick Miranda, Provost, CSU-Fort Collins; Russ Meyer, Provost, CSU-Pueblo; Jett Connor, Dean of Academic Affairs, CSU-Global

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

The Chair gave a report on her trip to Chicago on behalf of CSU-Global to meet with the Higher Learning Commission of the North Central Association of Colleges and Schools (HLC) accreditation panel there and reported that the group gave President Becky Takeda-Tinker and her team the highest of recommendations. It appeared the panel would forward a positive recommendation for accreditation on to the HLC; the only question remaining at this time being whether CSU-Global would have a waiting period, or would be granted immediate accreditation with the waiting period waived. Committee members congratulated President Takeda-Tinker on her tremendous accomplishments in developing CSU-Global to this point.

Provost Rick Miranda then gave his report from CSU-Fort Collins. A degree name change is proposed in the College of Applied Human Sciences for a program from the Food Science and Human Nutrition. The name Restaurant and Resort Management is proposed to be changed to Hospitality Management to bring the program more in line with current industry standards. Students currently enrolled would be given the option to retain the degree name designation as it stood when they originally enrolled, or they could opt to accept the new degree name. CCHE would need to be informed of the name change, but unless curricula were altered by more than 50 percent, this would not be an item requiring any action on the part of CCHE or the Board of Governors. Since no quorum was present it was determined that the Academic Affairs Committee would simply pass this item on to the full Board as an information item. Mention of the industry advisory group related to this school gave way to a larger discussion about the role that industry advisory groups play vis-à-vis the university as a whole, and the Provosts were asked by the Chair to coordinate with Sheila Trice Bell, Executive Secretary to the Board of Governors, to compile a report identifying those academic programs in which industry advisory groups are utilized.

Provost Miranda then reported CSU-Fort Collins would be dropping the Master's of Teaching in Mathematics program, as no students had enrolled in that program for some time. The dropping of this program would not affect current faculty as none had been recently utilized in the program. When asked why there was no interest in this program, Provost Miranda reported that persons interested in teaching mathematics simply must gain a teaching certification to do so, and that the degree is generally not helpful for those pursuing mathematics education as a career. Again, the only action necessary to complete this task is to notify the CCHE.

Provost Miranda then presented the report on summaries from those faculty recently returned from sabbaticals and a general discussion ensued about the value of the sabbatical program to enrichment of the institution and the professors who engaged in them. It was noted that very few instances of abuse of sabbatical or renegeing on the commitment to return from them were observed by Provost Miranda at CSU-Fort Collins or Provost Russ Meyer at CVSU-Pueblo over the years and that overall the program is executed quite successfully and is very well worth the investment. Further, offering a sabbatical program is seen as a competitive requirement in attracting quality faculty to the System institutions.

Emeritus rank designations were then addressed with Provosts Miranda and Meyer asking that specific ranks be placed on the full Board agenda for action at the next meeting. Rick described that unless a faculty member has engaged in seriously egregious behavior, Emeritus rank is fairly generously given when requested and the benefits of said ranking were reviewed and discussed briefly.

President Takeda-Tinker was then called upon to present her agenda items, the first of which was the diversity statistics and definitions currently used by CSU-Global that were raised as a possible issue by the HLC site panel. President Takeda-Tinker presented the definition in current use by Global in comparison to the Federal definition, and strategies for advancing diversity were discussed, including a new enhanced definition to be used in preparing these statistics going forward. The Chair requested that the resolution proposing the expanded definition be placed on the full Board agenda for the next meeting.

President Takeda-Tinker then reviewed transfer policies applicable to CSU-Global students including credit transfers for real-world experience and how prior employment experience would be translated into credits toward degree completion. In order to qualify for credits, the candidate would be required to complete some academic assignments, after which time the portfolio request would be reviewed by the Provost and up to 12 credits could be conferred.

Provost Miranda then presented a report prepared by the Office of Educational Statistics. Reports such as this one may be requested for certification, by CCHE, the Provost's or the President's office. The Chair has expressed an interest in having these reports highlighted as they are prepared for other purposes. This particular report delved into the breakdown of faculty retention and attrition, tenure granting, retirement and resignations and split these categories of attrition out by gender, underserved populations, and whether the attrition was due to retirement, withholding of tenure or some other reason for resignation from the institution. The purpose of the report is to determine the general atmosphere for faculty retention to ensure

the attraction and retention of the highest quality of educators for CSU-Fort Collins. The report indicated no extraordinary concerns regarding attrition, noting the normal circumstances of retirement and personal/family as the primary reasons for professors leaving. The topic of the faculty evaluation process was the suggested topic for the next white paper topic because the most important mission of the institution is seen as the quality of the education being provided. In that respect, Governor Elliman suggested that the Provosts' responses to Board requests for information keep the Board focused on the System's core mission of providing the highest educational quality experience possible for students.

As the Committee prepared to transition to the next meeting, the Chair recognized Governor Elliman for his public service and congratulated him on his tenure in government, and welcomed his participation on the Academic Affairs Committee.

The next meeting of the Committee is scheduled for Tuesday, April 12 at 10:30 a.m. There being no further business, the meeting was adjourned.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
EXECUTIVE COMMITTEE MEETING MINUTES
JANUARY 14, 2011**

CALL TO ORDER

Chairman Pat McConathy brought the meeting to order at 2:00 p.m.

ROLL

Board members present: Joe Zimlich, Dorothy Horrell, Don Elliman, Mary Lou Makepeace, Bonifacio “Boney” Cosyleon, Cooper Anderson, Steve Titus, Dan Turk, and Jennifer Mullen.

Administration present: Joe Blake, Chancellor.

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

Guests present: Matt Strout ASCSU Director of Legislative Affairs, Sarah Elfred, State Senator Angela Giron Heron, and Senator Heron’s intern Abby Harder.

The Chair asked Cooper Anderson to introduce his guests: Matt Strout ASCSU Director of Legislative Affairs and Sarah Elfred. Matt Strout opened with his remarks about student legislative efforts undertaken thus far, particularly in regards to Senate Bill 11-011 which seeks to grant voting rights to nonvoting members of the Board of Governors, i.e. voting student and faculty representatives to the Board which rotates between Fort Collins and Pueblo.

Steve Titus then introduced his guests: Senator Angela Giron Heron and the Senator’s aide Abby Harder.

The guest speaker, Sarah Elfred from Maryland, then spoke of her experience as a student regent for the University of Maryland System as well as her experience in researching and preparing a thesis on this topic to give the Board some additional perspective on why adopting this bill would be beneficial to the System.

Ms. Elfred explained in detail the various forms of student representation on Boards, surveyed the Nation, and explained the differences between voting and non-voting members, rotating terms, delegate and trustee approaches to student representatives. She fielded questions from Board members regarding these differences.

An extensive question and answer period followed about the operational aspects of the bill. It was generally decided that the bill would need to undergo significant revisions with the input of the Board and Faculty Council before it would be seriously considered for adoption by the Board. One of the main issues raised was the students giving up their own determination of their representative and that decision then being made by the governor of the State. This was seen by the Chair as taking away the truer democratic

feel of the current method by which student representatives come to be non-voting members of the Board.

There being no further business, at 3:00 p.m. the meeting was adjourned.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

CSU: Sabbatical Summaries 2009-2010

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the sabbatical summaries for sabbaticals taken in 2009-2010 as submitted by Colorado State University.

EXPLANATION:

Presented by Tony Frank, President

Summaries of sabbatical leaves taken are submitted annually to the Board of Governors for their review.

Sabbatical Leave Policy

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

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

College of Agricultural Sciences

Ruth Hufbauer, Bioagricultural Sciences and Pest Management

Dr. Hufbauer spent a year-long sabbatical working with the French National Institute for Agricultural Research, INRA (Institut National de la Recherche Agronomique), with their Center of Biology for the Management of Populations, CBGP (Centre de Biologie pour la Gestion des Populations). This research group works on insect and vertebrate pests and vectors of disease. In addition to support of 4.5 months' salary from Colorado State University, she received generous funds from Fulbright-France and from INRA, allowing her a full year to further develop research on invasive species.

She engaged in three main scientific activities while at CBGP. First, she initiated a new research program with a French collaborator focused on whiteflies (*Bemisia tabaci*), a devastating pest in greenhouses worldwide as well as a vector of plant viruses. They studied the factors that influence use of novel host plants, and found genetics to be of overriding importance in the founding of populations on new hosts. Second, she collaborated in research on Asian ladybirds, which are native to Asia and invasive in both France and the United States. They found that a genetic shift was key to their ability to invade. Third, she continued research from CSU by writing papers and grant proposals and collecting data on European species that are invasive weeds in Colorado.

This sabbatical has truly catapulted her scientific career to a new level by allowing her to develop new collaborations and enabling her to gain expertise in new research approaches. By the nature of the work she does (focused on species that invade the US from other continents),

she has long had multiple international colleagues. However, spending a year abroad allowed her to develop additional relationships with international scientists and helped cement existing ones. The sabbatical also benefited Dr. Hufbauer's graduate students, as she was able to help organize a collecting trip for one student to Eastern Europe, and was able to collect data from France for another student. She was able to represent Colorado State University well, and made contacts with several people who hope now to take sabbaticals here. Finally, by furthering her education, she believes she will be a better scientist and teacher, and will better be able to tackle the invasive species problems we face.

Andrew Norton, Bioagricultural Sciences and Pest Management

Dr. Norton had the opportunity to work with Dana Blumenthal, USDA-ARS Fort Collins, on refining spatial autocorrelation adjustments for model selection. This project involved learning new data analysis techniques and programming in the R statistic language. This project resulted in one manuscript submitted for publication in October 2010. He worked with scientists at the CABI Europe Switzerland Center in the Biological Control of Weeds group. This center houses one of the world's premier research groups studying classical biological control of weeds and insects. Unlike at facilities in the US, this group is able to focus on the process of foreign exploration and specificity and impact testing weed biological control agents in their native range. He designed and set up experiments in the Rhine Valley, Germany to investigate the relative importance of competition and herbivore to several North American weed species. The species tested are each native to Western Europe but have since become problem invaders in North America. A description of this research project and collaboration was published in a German trade journal in June 2010. Dr. Norton assisted CABI scientists in the execution of biological control projects on dyer's woad (*IStatis tinctoria*), orange hawkweed (*Hieracium xpp.*), yellow toadflax (*Linaria vulgaris*), spotted knapweed (*Centaurea stoebe*), and common bindweed (*convolvulus arvensis*). All of these species are problem invaders in North America.

These collaborations have resulted in the submission of one grant proposal to the USDA-APHIS Western Region Biological Control program to fund research on *Rhinusa linariae*, a candidate biological control agent of yellow toadflax.

This sabbatical allowed Dr. Norton to develop new skills in data analysis. He was able to learn how and when to apply information theoretic approaches to compensate for spatial autocorrelation processes in environmental data. He gained skills in both data analysis and programming. He developed new skills in the process of classical weed biological control. Weed biological control research inherently involves international collaborations. Foreign colleagues rarely have the opportunity to observe European native weeds in their introduced range. Thus the context within which their experiments are performed (low densities of the target species, small areas of un-managed vegetation, frequent disturbance) is often quite different than what we have in North America (high densities of the target weed in large areas, relatively undisturbed areas). Dr. Norton was able to discuss with these colleagues ways to

approach these differences between European and North American ecosystems. The interactions that he had with these colleagues in thinking about, discussing, and designing these experiments have improved all of their research programs.

Working with the scientists who are responsible for most of the pre-release studies on weed biological control agents enabled him to improve his research skills and to develop practical approaches for testing insect preference and performance on different host plant species. He has already used these skills in the design and execution of a study on yellow toadflax in Colorado, performed in July 2010. This research has produced a manuscript that he anticipates will be submitted for publication in the journal, *Biological Control*.

James Pritchett, Agricultural and Resource Economics

The purpose of Dr. Pritchett's sabbatical leave was to enhance Colorado State University's ability to address stakeholder issues and concerns in the areas of agricultural water resource economics, agribusiness management, and agricultural policy. In particular, he invested in tools, skills, and human resource networks in order to perform impactful applied research and outreach in the future. Knowledge spillovers will also improve resident instruction.

Outcomes included a better grasp of the agricultural economics literature, opportunities for leadership at the regional and national level, significant contract and grant activity, and developing networks in order to better listen to and provide support for stakeholder groups.

Over the last few years, Dr. Pritchett has addressed agricultural water resource issues in a piecemeal fashion gathering appropriate tools and knowledge in order to answer stakeholder questions. A primary thread of the sabbatical leave was examining water resource issues more systematically and concretely. During the leave, he carefully reviewed portions of the agricultural water resource economics literature. He was able to bring to a close, or support the project leadership in closing, several contracts and grants whose impactful research is now being disseminated. This included a USDA-CSREES National Facilitation Grant that examined western households' knowledge, preferences, and values for water allocation now and in the future. Outcomes included sharing the research results with agriculture water extension and research personnel in Texas, Arizona, Idaho, and Wyoming.

College of Applied Human Sciences

Molly Eckman, Design and Merchandising

Dr. Eckman's work focuses on the influence of multicultural diversity on consumer behavior and business decisions. Her research contributes to both practical applications for retailers and to the body of empirical research and theory development on retail internationalization. During her sabbatical she collaborated with a colleague in Design and Merchandising (DM) at CSU and the

University of Wyoming to offer the first DM study tour of Hong Kong/Thailand and on a presentation to members of the CAHS about the process by which the tour was designed. As part of the Undergraduate International Studies and Foreign Languages Middle East and North Africa Enhancement Project funded by a U.S. Department of Education grant, she traveled to Egypt with CSU faculty and collaborated to organize and exhibition of Middle Eastern and North African Art in the Hatton Gallery. Dr. Eckman visited Argentina, an area that has potential for apparel production and retailing given the proposed Free Trade Agreement of the Americas, and collected information to be incorporated into the international retailing class. She revised course materials and taught *Socially Responsible Apparel: Global Policy*, an online graduate course. As a result of her membership in the Center for Fair and Ethical Trade at CSU, she met regularly with Dr. Dimitris Stevis, Professor in Political Science, to formulate a research proposal to be submitted to the National Science Foundation, Risk Management Sciences in 2011. She served as external examiner for a doctoral student at Hong Kong Polytechnic University and attended the oral examination.

Dr. Eckman presented a paper at the European Retailing and Services Sciences (EIRASS) conference in Istanbul, Turkey; drafted a manuscript to be submitted to the *International Review of Retail, Distribution, and Consumer Research*; and drafted a proposal for a new research project on social and economic impact of retail development in Turkey to be submitted to Bogazici University for funding in January 2011. She submitted a manuscript to the *Journal of Interior Design*. A manuscript was submitted to the *Journal of Business Research*.

David MacPhee, Human Development and Family Studies

Dr. MacPhee's activities during his sabbatical leave focused on three outcomes. First, he engaged in writing grants to support his engagement in translational research or applying research-based knowledge to intervention programs that benefit children, youth, and families. One set of grants concerns how best to prepare preschoolers for success in the early years of school; one grant is to promote development activities through Extension in Metro Denver; and the final grant is to provide mental health and support services to youth who are being cared for by nonparent kin. Aside from providing financial support to graduate students, these grants will promote greater collaboration with the local school district and with Extension, and will help to develop more effective evidence-based practices in preschool education and in programs serving youth and their families.

Second, he collaborated with a faculty member in Psychology, who is a skilled statistician, in order to learn techniques that permit the sophisticated testing of causal models. These techniques are necessary to test *why* the interventions he evaluates have the effects they do. The benefits of learning such skills include the ability to better advise doctoral students who will employ modeling techniques in applied research, and he will be more competitive for applied research grants as well as getting publications into top-tier journals. Finally, one outcome of his sabbatical plan was to write and submit multiple manuscripts to research journals, including

manuscripts based on research done with graduate advisees. He submitted six manuscripts to peer-reviewed journals and completed drafts of four others. Among the benefits of this work are that the students are better positioned to compete for jobs in academia, and he is better able to compete for grants given that review panels expect submitters to have a strong track record in their area.

Jennifer Ogle, Design and Merchandising

Dr. Ogle traveled to the United Kingdom, where she presented research findings at the *Appearances Matters Conference* and addressed the faculty and students at the Cardiff University, School of Journalism, Media, and Cultural Studies in Wales. She worked to extend a stream of research examining the way in which the marital relationship sets a context for the development of women's experiences of, attitudes about, and behaviors toward their pregnant and postpartum bodies. She continued work on a funded project focused upon the development and evaluation of curriculum designed to promote multifaceted understanding of obesity and to reduce negative stereotypes about obese individuals among undergraduates. Dr. Ogle continued her work on a USDA-funded curriculum development project designed to engender a socially responsible "way of thinking" among undergraduates who are poised to assume future professional roles related to the advertising and promotion of food, fiber, and related products. Finally, during the course of her leave, she took advantage of two opportunities that arose to collaborate with colleagues on work that was not included in her original sabbatical proposal but that fit well with her program of scholarship, submitting a grant proposal to the North American Case Research Association and initiating a new study of college students' use of social media to connect with consumer goods companies.

The outcomes of her sabbatical activities included the publication of journal articles, the revision and acceptance of in-progress journal manuscripts, the development and submission of new journal manuscripts, the presentation of research results and teaching innovations at national and international conferences, the expansion of teaching expertise, the submission of a grant proposal, the building of a foundation for future grant proposal development, and the identification of potential future collaborators.

Ajoy Sarkar, Design and Merchandising

Groundwork was completed for collaborations with researchers in India in two new research areas: (1) Protective Agro-textiles and (2) Biomaterials. Topics and areas of research include reflective textiles for sun management and crop protection; use of textile waste materials for environmental remediation and also for conservation of precious water resources via applications such as soil mulches and for erosion control; corn derived thickeners in textile printing; and novel fiber-based polymers and green composites. He participated in and presented an invited paper at the 65th All India Textile Conference.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Consent Item

An environmental sustainability module will be integrated into AM525, Application of Textile Technology to Design. Work is also in progress towards developing a new on-line course on sustainability issues in the textile, design and merchandising fields. The course will also be submitted to the School of Global Environmental Sustainability for endorsement and listing with a GES attribute.

A grant proposal titled, “A sustainable design paradigm for smart performance textiles and apparel” was submitted to the United States Environmental Protection Agency’s P3: People, Prosperity and Planet Student Design Competition for Sustainability. The goal of the project was to investigate the feasibility of sustainable solar powered-natural fiber smart technical apparel that utilizes solar energy for thermo-regulation while simultaneously harvesting the solar energy to power electronic devices.

Visits for the study abroad trip to India were arranged. A course currently being offered to participants in the India Study Abroad trip was developed. The outcome of this goal is a unique educational experience for our students through an enhanced curriculum and creating a distinctive undergraduate experience.

This sabbatical period provided Dr. Sarkar with professional growth through increased visibility at international and national forums via presentations and participation in conferences, an enhanced research agenda through collaboration with researchers in an important region of the world, enhancement of CSU’s reputation through the induction of innovative educational experiences for our students, and the ability to submit four refereed journal articles and one manuscript in preparation that reflect expanded knowledge in the area of environmental sustainability of textiles and apparel.

Deborah Valentine, Social Work

Dr. Valentine collected and read literature and research on the scholarship of teaching with particular emphasis on teaching social work practice. She began the process of integrating and synthesizing the work she has accomplished with regard to educational theory, pedagogical strategies and the unique nature of teaching courses across the social work curriculum. She received encouragement from the Publication Committee of the Council on Social Work Education to submit a book prospectus.

She revised a case study that was written in summer 2008 and is currently being piloted by CSU social work faculty. This revision includes more challenging and useable content. The case study was submitted, accepted, and published in collaboration with her doctoral students by Pearson Publishing Company. She used this experience to mentor doctoral students in a class she taught in summer 2010. Five of the six students received notification that their case studies will be published by Pearson. The sixth student has not yet submitted her case study for consideration. Dr. Valentine made two class presentations specifically addressing the impact of

poverty on individuals, families, and communities described in the case study. She plans to continue her work on the development of the use of case studies in the teaching of social work practice.

The School of Social Work is scheduled for a reaffirmation of accreditation self-study and site visit in 2013. Substantial curriculum review and modifications are essential given new accreditation standards released in March 2008 and the changing context of social work practice and social work education. Such issues as international social work, evidence-based practice, and diversity must be differently integrated into the MSW curriculum. In order to fully implement curriculum changes by 2012, approval must be obtained for a new program of study and new syllabi at various administrative levels before fall 2011. Faculty must review and approve all matters related to curriculum. Dr. Valentine fully accomplished this goal. She prepared and presented an MSW curriculum to faculty and interested students that both meets/exceeds the standards of the Educational Policy and Academic Standards of the Council on Social Work Education and responds to the changing needs of social work practice. She organized and reviewed 12 syllabi that met new accreditation curriculum standards. These were approved by the Social Work Curriculum Committee and the College Curriculum Committee.

College of Business

Gretchen Irwin Casterella, Computer Information Systems

Dr. Casterella wrote a manuscript entitled, “The Animal Genetic Resource Information Network (Animal GRIN): A Case for Teaching Database Design & Implementation,” with help from a co-author, Ms. Lark Wessel. The paper is written as a teaching case. In addition to the case description, they wrote teaching assignments, sample data sets, and a solution guide and teaching notes for instructors who chose to adopt the case. She submitted the paper at the end of her sabbatical to the *Communications of the AIS*, which is considered a “high-quality” journal in her discipline.

She made some progress on another ongoing project with two CIS colleagues entitled, “A Meta-Analysis of Empirical Studies on Systems Development Methods.” This project analyses empirical research on the (lack of) effectiveness of systems development approaches, techniques, and methods. They identified over 150 relevant empirical studies published in respected Information Systems journals over the last 15 years. She developed a coding scheme to use in reviewing each study, and has coded roughly one-quarter of the studies thus far.

Dr. Casterella initiated a new project with a colleague to investigate user-database interactions, specifically interactions involving information retrieval, or query formulation, tasks using Structured Query Language (SQL). The project is called, “Sources of Complexity in Database Query Formulation Tasks.” She immersed herself in prior research, developed a theoretically-based research model, and proposed an empirical research design to begin investigating query

task complexity. They worked together to design, develop, and test a software tool to record information about each query-writing attempt that a participant makes. They conducted a pilot study at the end of the fall semester with students taking an undergraduate database course. They are now using the results of that study to refine their experimental tasks, strengthen the experimental treatment, and modify the software tool.

College of Engineering

Jeffrey Collett, Atmospheric Science

Dr. Collett's sabbatical provided excellent opportunities for increased research productivity and for increasing international ties to other scientists and institutions engaged in cutting edge cloud and aerosol chemistry research. One of the main activities during the sabbatical was analysis of data collected from several large projects funded by the National Park Service and the National Science Foundation. Dr. Collett supervised several new air quality field projects. He visited several international conferences and counterpart international research institutions to present findings of his research at CSU. He was able to cultivate opportunities for collaborative international research. During this sabbatical period, fifteen peer-reviewed journal articles were published or accepted for publication and five research proposals were submitted. Several other manuscripts were submitted that are still in review.

Christian Kummerow, Atmospheric Science

Dr. Kummerow expanded his current research activities related to closing the global water and energy cycle. This involved making progress in putting together an observational dataset of the energy stores and fluxes on a global scale. As panel chair of the Global Water and Energy Cycle (GEWEX), he worked to make all the GEWEX products consistent. Each product had developed independently and thus separate assumptions and ancillary data imbedded. He planned and attended three international meetings to lay out the data plan, to convince the World Climate Research Programme (WCRP) to endorse the joint products, to coordinate these products with the GEWEX Observation and Analysis Panel, and to review progress. His sabbatical time allowed him to accept an invitation to become a member of the WCRP Observation and Analysis panel that plays a key interface between the research done within WCRP and the Assessments done as part of the IPCC. Having membership and leadership roles in these organizations allows for regular interaction with faculty at other top institutions as well as funding managers that are important for his own research and future projects within CIRA.

Dr. Kummerow worked with faculty at the University of Sao Paulo to improve the rainfall retrieval algorithm over land. He wrote a joint proposal with their faculty to study warm rain processes in Northeast Brazil. This joint proposal for a pilot program was approved by the Brazilian Space Agency. His experience in this pilot project led to his being asked to chair the Algorithm Development on behalf of NASA's Global Precipitation Mission. This includes

international participants and very difficult areas for retrievals such as NE Brazil. Contacts and experiments will allow much improved coordination with the Brazilian researchers than would have been possible without the sabbatical.

Finally, Dr. Kummerow was able to spend the necessary time on the latest version of CSU's rainfall remote sensing algorithm that needed to be upgraded for quite some time. This new algorithm represents a significant departure from previous versions that used cloud resolving models to construct a-priori databases of possible cloud profiles. A paper describing the procedure as well as its advantages was recently accepted for publication. Having this algorithm working properly is a key to getting future funding which often has used this algorithm as a starting point for specific science investigations.

W. S. Sampath, Mechanical Engineering

During his sabbatical, Dr. Sampath made significant advances to process next generation photovoltaic (PV) devices. The next generation PV devices will incorporate advanced concepts to increase the efficiency of CdTe based solar cells (potentially, 2X to 3X) with manufacturable and scalable processes.

Significant technical assistance was provided to Abound Solar for their successful \$400 million Loan Guarantee application.

A proposal was submitted to NSF to create an Industry/University Co-operative Research Center (I/UCRC) funded by NSF and cost shared by industry. The research grant was awarded, providing almost \$2.5 million to CSU over 5 years. A planning meeting was held in November, 2009 and the first Industrial Advisory Board (IAB) meeting was held in June, 2010. NSF participated at both meetings at CSU.

Significant effort was put in for a NSF Engineering Research Center (ERC) proposal. The pre-proposal was successful. The full proposal was not selected for a site visit.

The JNC Institute in Bangalore, India was visited and collaborative projects were discussed and also a seminar on the CdTe photovoltaic technology was given. It is noted that CSU and JNC have a Memorandum of Understanding for collaboration. A similar effort was made with Amrita Institute of Technology in Coimbatre, India.

A pre-proposal was submitted for a Dept. of Energy Consortium for PV manufacturing.

Tom Vonder Haar, Atmospheric Science

Dr. Vonder Haar undertook extended visits to several institutions: Woods Hole, the NRC of Canada Aviation Research facility, the Naval Postgraduate School, and the Naval Research

Laboratory in Monterey. He was involved in National Academy activities in Washington, DC and at UC-Irvine during the sabbatical period.

During the stay at NPS Monterey, Tom co-taught a course in satellite meteorology and oceanography. He gave invited seminars at Woods Hole and UW-Madison. These activities extended Tom's academic and research outreach to other institutions and provided new material for Tom's courses at CSU. Tom's students continued to make good progress toward their degrees during his sabbatical.

College of Liberal Arts

Ruth Alexander, History

Dr. Alexander produced a final report on Longs Peak for Rocky Mountain National Park. This was written with the intent of publishing it as a book, targeting an audience of park managers, environmental historians and other scholars, and members of the general public. She has submitted the report and it has been very well received by park historians and other members of the staff. She has given two presentations on the report to Park Rangers and Managers. She has begun the process of revising the report for publication. She presented a report to the Colorado Regional Environmental History Workshop and received their assessment of the report's merits and prospects for publication in book form.

Martin Carcasson, Communication Studies

The primary focus of Dr. Carcasson's sabbatical was to make progress on a new scholarly book entitled *Toward a More Perfect Union: Deliberative Democracy and the Rhetorical Tradition*. The project makes important connections between three key areas of scholarship that remain rather disconnected: deliberative democracy, rhetorical studies, and critical theory. His prior research and sabbatical request focused on developing a project that connected the first two areas. Rhetorical studies were the focus of his graduate studies, while the theory and practice of deliberative democracy has been his focus for the past 5 years. The sabbatical allowed him time to explore these new areas and further develop the key ideas and connections that will be explored in the manuscript. He currently has significant portions of the book completed, building on research he's completed on the goals of deliberation and the notion of deliberative inquiry (a research method he's developed that combines rhetorical criticism with critical theory with the goal of improving the quality of our deliberative democracy). His plan is to complete the manuscript for this project during the summer of 2011 and submit it for publication to Penn State University Press, which has a book series on Deliberative Democracy. They have already expressed strong interest in the project.

In addition to moving forward on the book project, Dr. Carcasson's sabbatical was instrumental in his publishing a series of articles connected to his work with the CSU Center for Public

Deliberation. He has run the Center for the past four years, as well as designing and refining the class connected to the CPD and providing facilitator training. This has produced many ideas and insights he believes will lead to publications.

Jonathan Carlyon, Foreign Languages and Literatures

Dr. Carlyon advanced his research on his second book, *The Enlightenment and the Literature of Commentary in Eighteenth Century Spain*. He published two refereed journal articles. One of these articles was published in a peer-reviewed, international journal based in Spain. The second allowed him to establish the literary importance of Uztariz for Hispanic and Transatlantic studies. Dr. Carlyon was able to accept the honor to publish a featured review in the major journal for History. The review was accepted and recently came out in press. Serving as consultant for the project “Water, Politics, and the Built Environment: Human Eco-Dynamics and the Origin of the Tarascan State, Lake Patzcuaro, Michoacan, Mexico” allowed him to develop contacts in Mexico. He had a manuscript submitted for peer review. Two reviews were done by invitation in recognition of his first book, *Andres Gonzalez de Barcia and the Creation of the Colonial Spanish American Library*. He presented a paper based on a chapter in his second book. The paper was well-received and, consequently, helped to secure his position as incoming president of the Ibero-American Society for Eighteenth Century Studies for a two-year term.

Chung-Fu Chang, Music, Theatre, and Dance

Chung-Fu Chang’s scholarship is creative research in the art of choreography. As a practicing artist (both choreographer and performer) she is engaged in a continuous process of thought, evaluation, and analysis that is distinct from the research approach adopted by non-performing/choreographing dance scholars.

Her choreographic activity is culturally rooted in her Taiwanese Chinese background. Growing up, she was deeply immersed in a rich Chinese cultural heritage – poetic, ritualistic, theatrical, and profoundly spiritual. She came to the United States to broaden her creative horizons and connect more directly with Western dance traditions, rooted as they are in a different set of values. This was her objective in having her creative research in Taiwan during her sabbatical leave. This sabbatical offered time and resources to continue her personal exploration into what it means to work at the intersection of two distinct cultural traditions. This extended period of creative research has provided new dance works and inspired and enhanced her work with students and colleagues at CSU.

Sandra Davis, Political Science

During her sabbatical, Dr. Davis worked on a number of projects. First, she wrote a major revision of a book chapter (along with co-author Andrew Kear) about energy policy in western

states that was submitted and is currently being examined by reviewers. Second, Dr. Davis and Charles Davis wrote a convention paper about the role of governors in making state renewable energy decisions. This paper was presented at the 2009 Pacific Northwest Political Science Association convention and submitted for publication. Third, she sought a solution to data analysis problems in a previously written manuscript. She investigated social network analysis to determine that it was an appropriate statistical tool, selected one variant that was appropriate for the project, acquired the UCINET 6 package and completed an initial analysis of the data. Fourth, she began to develop a long-term electrical transmission research project that focuses on efforts by the Western Governors' Association to gain cooperation of federal agencies, state officials, tribes, utilities, the electric grid managers and various stakeholders to build renewable energy facilities and transmission lines.

Idris Samawi Hamid, Philosophy

Dr. Hamid worked across the breadth of his current research program including: 1) philosophical investigation into the foundations of philosophical cosmology and mysticism, with special emphasis on the Islamic tradition; 2) manuscript study and investigations in Islamic cosmology of important scholars who have not been adequately studied in any language, east or west; and 3) development of software for processing scholarly and critical editions in culturally authentic Arabic, English, and other languages.

He published *Islam and Development: an Institutional Framework*, coauthored with Dr. Abbas Mirakhor. He achieved a major breakthrough in his research on Arabic-script typography and typesetting. The Oriental TEX project, launched by a grant from the College of Liberal Arts in 2006 is presently capable of typesetting the Qur'an in a culturally authentic manner that far exceeds the capabilities of any other software system. Dr. Hamid also discovered a new mode of recitation of the Qur'an, one that has been virtually unknown for centuries and which may very well represent a more pristine tradition than the current mode most common within the Islamic World.

Gary Keimig, Art

Early in his sabbatical, Dr. Keimig decided to make a shift from modeling reliefs in clay to cutting reliefs on blocks to be printed. This shift opened up a new process with its own technical demands and aesthetic. Having taken a minor in printmaking in undergraduate school, this process was not completely unfamiliar. Several related sets of problems and much trial and error emerged. Although he had completed one color block, he had not undertaken multiple block prints with color. He is working through the following issues: registration of multiple blocks, best cutting tools and methods, most appropriate ink choices, best cut and print friendly blocks, gaining familiarity with mixing inks, and the actual printing process. Traveling to the Art Museum in Santa Fe to study the works of Gustave Baumann was inspirational and technically

instructive. Much of his time was spent gathering information and exploring technical process in his studio.

Having opened up so many areas of process, he is now working to employ the information he has gathered. The project he is working on now is a multiple color block print of Hallet's Peak in Rocky Mountain National Park, which he plans on printing in several different colors. These prints will be matted and framed in Arts and Crafts style oak frames. He has scheduled an exhibition in the Directions Gallery in the Art Department. His longer term plans are to go back to a more limited palette and three or four blocks in order to focus more on imagery and less on color. This sabbatical enabled Dr. Keimig to pursue an old area of interest and opened up a new avenue of expression.

Frederick Knight, History

Dr. Knight was able to accomplish a number of objectives during his sabbatical semester that were intrinsically valuable and promise to fuel his scholarly development. In particular, he broke significant ground on two new projects: The first is a study of slave eldership in the American South through the era of Reconstruction. During his sabbatical, he worked through a wide range of published sources including slave narratives, diaries, account books, and novels. He spent one month consulting eighteenth and nineteenth century records in the North Carolina State Archives, Library of Virginia, Virginia Historical Society, Medical College of Virginia, Valentine Museum in Richmond, Virginia, and University of Virginia's Special Collections. Finally, he worked on a research proposal for research support at the National Humanities Center and the Huntington Library.

The second project was the study of Brazilian Portuguese, with the larger goal in mind of expanding his knowledge of the history of the African Diaspora and the comparative history of slavery and race in the Americas. As part of his evolution as an intellectual and in response to a broader critique of histories of New World slavery that have revolved around the English-speaking world, he spent three months in Brazil to develop his Portuguese language skills. During his time in Brazil, he was invited to deliver class lectures at the University of Londrina. Drawing upon his expertise in the history of early African-Americans and the African Diaspora, he delivered lectures to two groups of undergraduate students in an American literature course on the evolution of slave narratives. The history of slavery in the New World, which is the focus of his scholarly and teaching interests, is central to the history of early America and the early modern world. The work that he accomplished has allowed him to remain on the cutting edge of this field.

Lynn Kwiatkowski, Anthropology

During her sabbatical, Dr. Kwiatkowski engaged in a number of research activities, as well as some teaching and service activities. One of her activities was conducting research focusing on

domestic violence among two northern highland minority ethnic groups and the majority Kinh ethnic group in Hoa Binh Province of Vietnam.

In addition to this activity, she wrote three refereed articles based on research conducted in the greater Hanoi area in recent years. She focused on women's experiences of wife battering and social and cultural influences on this form of gender-based violence in this region. Two of the articles have been accepted for publication. The third was submitted to her editor in November.

Dr. Kwiatkowski has been invited to write a refereed article focusing on Ifuagoa people's cultural and social adaptations to Cordillera mountain environment in the Philippines, which will be reviewed for publication shortly. She presented her research at a national conference and at two universities. She wrote and submitted two grant proposals to fund research in the highlands of northern Vietnam. She wrote an article for the Society of Applied Anthropology Newsletter which was printed in August, 2009.

She taught two intensive graduate courses in the Doctoral Program on Sustainable Development Management under the M.O.U. between Trisakti University in Jakarta, Indonesia and Colorado State University. She conducted research in Vietnam, taught a two day Anthropology Methods workshop to social science researchers who work at research institutes and non-governmental organizations based in Hanoi, Vietnam. She participated in a Ph.D. student's dissertation defense in the Department of Psychology via the internet and served as the outside member on the graduate committee of this student.

She refereed a revised article manuscript for the journal *Medical Anthropology: Cross-Cultural Studies in Health and Illness*. In addition, she co-organized a double panel for the November 2010 American Anthropological Association Annual Meeting, entitled "The Impacts of Global Circulations on Gendered Violence." This double panel was selected as an Executive Session by the Executive Program Committee of the conference.

Michael Lacy, Sociology

Dr. Lacy focused his sabbatical on producing manuscripts for publication, with some effort toward building his capacity for future work. A major part of the publication involved his contributions to four manuscripts concerning the online computer game *World of Warcraft*, with particular attention to understanding the addictive and beneficial aspects of such play. One of these manuscripts is forthcoming as an article, while the others are in various stages of review at refereed journals.

Dr. Lacy worked on analyzing and writing up data from the 19th century Colorado State Insane Asylum. Part of the work concerned understanding what social factors (gender, occupation, marital status, etc.) affected rates of admission to the asylum, while another part involved looking at what happened to the patients (eventual discharge or death) while they were in the

asylum. One manuscript from that is in a revise and resubmit status at a journal, while another part of it was presented as a paper at a professional meeting. In another piece of collaborative work, he did some more purely methodological work on research techniques used by anthropologists to analyze the amount of consensus in a cultural group. He developed software for this purpose, and presented a paper on these methods at a professional meeting.

Time was spent consulting with a colleague in Kansas around issues related to agriculture and climate change. He worked on his own to more deeply learn a computer language that is relevant to his ongoing research practice.

Lisa Langstraat, English

Dr. Langstraat's one-semester sabbatical allowed her to continue her scholarship in the area of emotion studies and rhetoric and to meet two interrelated goals: 1) to work on a monograph, *Out of Compassion: Composition Studies and the Politics of Emotion*; and 2) to enhance her knowledge of and develop a concrete research agenda for work in the area of restorative justice.

Her work over the sabbatical produced two chapters of her monograph, as well as a proposal for the book, currently under consideration at Southern Illinois University Press. She produced a collaboratively written article on compassion and service-learning pedagogy, which has been accepted for publication in the *Michigan Journal of Service-Learning* and a collaboratively-written article on the intersections of restorative justice and rhetorical theory to be submitted to *Communication Studies*. Dr. Langstraat submitted proposals to present her research at two national, juried conferences. She performed significant research in restorative justice, which contributed to her being awarded a seed grant from CSU's Center for Research in Communication and Technology to conduct, in cooperation with the Fort Collins Restorative Justice Youth Conferencing program, research on writing practices common to restorative justice procedures.

David Milofsky, English

Dr. Milofsky used the time during his sabbatical leave to work on or finish several projects. He completed a novel titled *Managed Care*, short stories that were part of a cycle of stories he began in 2008. He continued his journalistic assignments including writing the "Bookbeat" column for The Denver Post each month. He wrote a review of Mona Simpson's *My Hollywood* as well as two longer articles on the present publishing situation, and an as-yet untitled play. Two stories were either published or accepted during his leave. He also received the news that his first novel will be issued as an electronic book by Amazon in 2011.

Louann Reid, English

During her sabbatical in the spring of 2010, Dr. Reid made substantial progress on a book about the pedagogical affordances of graphic narratives for secondary school education. She compiled an annotated bibliography and drafted sections of the prospectus, including an outline of the chapters, an analysis of the competition, and parts of two chapters. Outgrowths of the sabbatical research and writing include a keynote address to a national conference on visual thinking, submission of an invited article for a peer reviewed journal, expected publication of two articles defending the teaching of specific graphic narratives, and peer-reviewed invitations to present at a national conference and an international conference.

Barbara Sebek, English

Dr. Sebek's research-related activities included reading, writing, and presenting a conference paper on the presence of the global in Bacon's *New Atlantis* at the Group for Early Modern Cultural Studies meeting in Dallas and two extended research trips to Washington, D.C. to work at the Folger Shakespeare Library and the Library of Congress. During those visits, she drafted a book prospectus for a project entitled *Everlasting liquor: Reading sack in sixteenth and seventeenth-century England* and continued revisions on an article, "Wine and Sugar of the best and the fairest: Canary and the Canaries in Windsor." She submitted the revised paper to the Shakespeare Association of America's highly competitive annual "Open submission" competition. Paper submissions were read "blind" by a committee led by a member of the SAA Board of Trustees. She presented the paper at the 2010 meeting of the SAA. This paper is part of a longer article on sack in Shakespeare's "Falstaff plays." The final revision of this article will be sent for consideration by *Shakespeare Quarterly*, capitalizing on feedback and exposure at the SAA meeting for the next round of revisions.

She attended two performances at the Oregon Shakespeare Festival which will enhance her teaching of Macbeth and texts related to the Gunpowder plot. She participated in a faculty seminar sponsored by the University Of Colorado Department Of English on book history. She spent several weeks on the new course preparation, E428: Colonial and Postcolonial Literature, particularly a unit on recent Middle Eastern and North African novels. She received two invitations to contribute to national and international scholarly venues and was invited by the Shakespeare Association of America Program Committee to lead a seminar at 2011 SAA convention.

Patrice Sullivan, Art

Dr. Sullivan's sabbatical included two one-person shows. The first was in February at Adams State College in Alamosa and the second was at the Krause Gallery, Moses Brown School in Providence, Rhode Island. She was invited to give an artist lecture at both schools. This afforded her the opportunity to show her work to students on an intimate basis and to connect

with the students. She spent two months in New York City visiting exhibitions, galleries, and museums. This exposure directly benefited her upper-level and graduate students. Her renewed excitement and knowledge of cutting-edge artists helped her to critique the students' work and to guide them to artists in New York who have similar aesthetics.

Dr. Sullivan was able to re-establish acquaintances with artist friends who have sensibilities similar to her own. This is important for her overall well-being and creativity. Through one of these relationships she was introduced to gallery owners and made new acquaintances that may be able to suggest possibilities for showing her work in the future and otherwise help her painting career.

Another significant component to Dr. Sullivan's sabbatical was a thorough investigation of methods for marketing artwork, through reading and talking to gallery owners. This knowledge will be an important element in upper-level classes, when students are graduating and wondering how to go about having their artwork looked at.

College of Natural Sciences

Geof Givens, Statistics

During his time at the Australia Commonwealth Scientific and Industrial Research Organization (CSIRO) Mathematical, Informatics and Statistics division (CMIS), Dr. Givens extended several of his ongoing research projects and pursued new research with Australian colleagues. He completed major components of a second edition to his co-authored book *Computational Statistics*. Dr. Givens initiated new work on biodiversity and habitat definition in the Great Barrier Reef. He applied for two new grants (one jointly and the other individually), receiving total funding of \$604,000 over two years. Based on work and analyses intensely pursued and completed during sabbatical, he has submitted three papers on two separate projects, with a fourth nearly completed. Aside from these personal professional benefits, there have been benefits directly to CSU beyond the substantial new grant funding. Connections between the CSU Statistics Department and CSIRO have not been this strong since the early 1990s. A new research project related to the environment (Great Barrier Reef biological diversity and habitat definition) was begun with new CSIRO colleagues and will reinvigorate our CSU Statistics – CSIRO connection while broadly promoting CSU's image as a leader in environmental research. This outcome will be particularly effective since he has recruited a new CSU graduate student advisee who is currently investigating this project. Upon his return from CSIRO, two additional Ph.D. students and one M.S. student have sought him out and agreed to pursue their degrees with him. The new research stimulated through his CSIRO visit, the freedom to tackle and succeed with substantial new grants and publications, his new availability for reinvigorated advising, and his readiness to return to CSU with fresh energy and new ideas should all benefit CSU in the next few years.

Charles Henry, Chemistry

Dr. Henry's sabbatical was spent as a Fulbright Scholar at Chulalongkorn University in Bangkok Thailand. While there, he conducted research and lectured both in the classroom and at local and national venues with regard to his research and as a representative of Colorado State University.

The focus of his research was development of inexpensive biosensors for biomedical and environmental applications. In this work, they focused on printing sensors on strips of paper as a way to make systems that were very inexpensive. During the four months in residence, he was able to make some progress in this area with help from graduate students in the laboratory. One manuscript has been accepted for publication in *Analytical Chemistry*, a premier journal in his field; a second manuscript has been submitted to *Analytica Chimica Acta*; and a third is being finished in his laboratory in Colorado.

Dr. Henry spoke to local audiences on two occasions. The first was a lecture given at Chulalongkorn University to first year graduate students. The second was an invited talk at the 35th Congress on Science and Technology of Thailand.

Jennifer Hoeting, Statistics

Dr. Hoeting served as a Visiting Scientist at Commonwealth Scientific and Industrial Research Organization (CSIRO), in the Division of Mathematics, Informatics and Statistics (CMIS) in Brisbane, Australia. While on sabbatical, her research output, both in terms of papers submitted and grant applications was probably the most productive period of her career to date. This sabbatical allowed her to pursue new areas of research and to seek new sources of grant funding. She worked on the second edition of her co-authored book, *Statistical Computing*. Publication of a second edition will reflect well on CSU as both authors are on the CSU faculty. Her sabbatical allowed her to develop new ties to Australia's CSIRO and to publicize the work of CSU researchers to the international community. Dr. Hoeting made new connections with Australian statisticians as well as several scientists in other fields. Due to the geographic isolation of Australia, CSIRO highly values these types of international interactions. The relationships she established while on sabbatical have the potential of bringing scientists from Australia to CSU for sabbatical as well as developing new research opportunities jointly between CSIRO and CSU. Finally, Dr. Hoeting promoted CSU and the graduate program in Statistics at CSU in all of her conference talks, seminars, and during her other informal contacts. In particular, she recruited potential students from Australia, New Zealand, South Africa, and France for graduate study in Statistics at CSU.

Jennifer Mueller, Mathematics

Professor Jennifer Mueller spent her sabbatical at the University of Sao Paulo, Brazil (USP) collaborating with the USP Electrical Impedance Tomography (EIT) group. This group is working on many projects in EIT from hardware to software and applications, and it is a very stimulating environment. Two publications are in preparation as a direct result of her sabbatical work. The sabbatical also gave her time to complete two additional publications which have been submitted. She gave a talk entitled *Advantages of the D-bar method* at The First Virtual Imaging Workshop which was held at the University of Sao Paulo Medical School.

In collaboration with Professor Gonzalez-Lima and others in his lab, Dr. Mueller learned about the workings and safety features of the system to the extent that she was able to successfully apply for approval from CUS's IRB for use of the EIT system on healthy human subjects in the EIT lab. This entailed writing a thorough description of the hardware and its safety features as well as the experimental design and protocol for the human subject experiments.

Rachel Pries, Mathematics

Dr. Pries visited math departments at multiple institutions, the most fruitful being the University of Pennsylvania and the University of California at Davis. She gave nine research presentations. She joined the scientific organizing committee of the Arizona Winter School, which is a yearly training workshop for graduate students in arithmetic geometry. During this year, Dr. Pries developed possibilities for future collaboration. She finished several papers and co-edited a volume of papers by women in number theory.

The sabbatical was fundamental for her research development as an associate professor and helped provide the basis for new ideas, papers, and grant applications. The opportunity to travel allowed her to work with many experts and to continue to develop her research network in Galois theory and number theory. With the help of these contacts, she generated ideas for several new long-term research projects. Talking with these people helped her solve several technical problems arising in her research.

This year led to several concrete benefits for graduate students at CSU, including job, workshop, and internship opportunities. More generally, she supported graduate students and junior faculty in number theory through her work as an organizer of the Arizona Winter School and as a co-editor of the WIN – Women in Numbers Fields Institute volume.

This sabbatical enhanced the reputation of the math department at CSU. Through presentations, conversations, and conference organization, she helped to improve the visibility of the number theory program here. By inviting collaborators to visit CSU, she was able to increase activity in number theory in the Colorado region.

Anthony Rappe, Chemistry

The stated request for Dr. Rappe's sabbatical leave was to gain knowledge about state-of-the-art theoretical chemistry research in the energy arena. Since the Manhattan project, Los Alamos National Laboratory has been and continues to be a world leader in energy research. Los Alamos' Theoretical Chemistry program (T12) has been and continues to be the source of numerous fundamental advances in theoretical chemistry particularly as it is applied to energy research. During his sabbatical semester at Los Alamos, Dr. Rappe attended seminars by world leaders in the energy research arena, collaborated with T12 scientists to develop and implement a new hybrid electronic structure methodology for studying solar photochemical processes. In addition to impacting his research program and providing an important new research thrust for him, fundamental knowledge gained about energy and sustainability research will be used to revamp CSU's liberal arts chemistry course, CHEM 103, which he will be teaching in spring semester, 2011.

Indrajit Ray, Computer Science

Dr. Ray spent the first half of his sabbatical as a Visiting Professor in the SMIS group at INRIA Center de Recherche Paris-Rocquencourt, France. The second part was spent primarily spent working from CSU, continuing with the collaboration he started at INRIA and working with his Ph.D. students. His stay at INRIA was funded by them.

During his sabbatical, he was able to initiate a new collaboration with the SMIS group at INRIA Paris-Rocquencourt in the area of data management and security of embedded devices. A major result of this collaboration is a radically new vision of secure personal data servers for managing sensitive personal information such as health data. It has opened up several new opportunities for funding which he is currently pursuing.

Part of Dr. Ray's sabbatical was spent giving tutorial presentations and seminars on various topics on computer security and privacy. He spent a good deal of time and effort in the (on-going) bilateral discussions between Colorado State University and the PSG College of Technology, Coimbatore, India for establishing a peer institute relationship between the two. As part of this, he visited PSG College of Technology, made a presentation on his research there, and participated in graduate student recruitment efforts.

Indrakshi Ray, Computer Science

Dr. Ray spent her sabbatical at INRIA Paris-Rocquencourt working as an Invited Professor from September 2009 to February 2010. She also visited PSG College of Technology, India for a very short period.

During her sabbatical Dr. Ray was able to strengthen research relationships with collaborators in France in the area of secure and private data processing. They were able to propose an approach that revolutionizes the manner in which personal sensitive information can be stored and retrieved. In India, they were able to brainstorm techniques that will allow students and faculty to visit CSU for education and research.

Twelve accepted research papers were produced during her sabbatical.

Mark Simmons, Biology

Dr. Simmons began his sabbatical in Ethiopia hosted by the Ethiopian National Herbarium at Addis Ababa University. While there, he conducted 46 days of fieldwork. During this time they made 695 collections of plants from across most of the highlands of Ethiopia. He taught a course entitled “Theory and Practice of Phylogenetics”.

Dr. Simmons then went to Nairobi, Kenya where he was hosted by the East African Herbarium of the National Museums of Kenya. While there, he taught “Theory and Practice of Phylogenetics”. He conducted 34 days of field work and made 889 collections of plants from across most of the highlands of Kenya.

While on sabbatical, he maintained contact with, and advised his three Ph.D. students and two undergraduate researchers in his lab. Together with his co-authors, he completed and submitted one manuscript and revised and re-submitted two other manuscripts. He presented one invited seminar at the University of Nairobi. Dr. Simmons completed one grant review for the U.S. National Science Foundation, edited two manuscripts for the *American Journal of Botany*, and reviewed manuscripts for *Cladistics*, *Molecular Biology and Evolution*, and *New Phytologist*.

L. Darrell Whitley, Computer Science

The first part of Dr. Whitley’s sabbatical was spent in Paris working at INRIA. During this time he learned about Reservoir Neural Computing and Echo State Neural Computing. He developed some new ideas which can potentially be developed into a grant proposal. He gave lectures at INRIA on Elementary Landscapes. Dr. Whitley was able to learn more about rotationally invariant representations for search. He wrote a book chapter (tutorial) during this time on No Free Lunch theory for search. He served on two Ph.D. committees. Dr. Whitey gave a keynote address to the International Conference on Artificial Evolution in Strasbourg, France.

The second part of Dr. Whitley’s sabbatical was spent in Malaga, Spain working with Enrique Alba at the University of Malaga. The major goals for this visit were:

- 1) Study the Frequency Assignment Problem to determine if the problem structure displays what is known as an “Elementary Landscape”.

- 2) Determine if new search methods can be developed for better solving the Frequency Assignment Problem.
- 3) Look for other opportunities to work together on the design of new search methodologies.

This visit was highly successful. Three papers are already in preparation and two more are likely to follow.

One side benefit of Dr. Whitley's time at the University of Malaga was the opportunity it provided to visit other Universities. Dr. Whitley gave four hours of introductory lectures on Evolutionary Algorithms at the University of Cadiz. He gave two lectures at the University Politecnica de Valencia and one lecture at the University of Granada.

Dr. Whitley was exposed to two new areas of research: 1) Echo State and Reservoir Neural Computing, and 2) search algorithms and mathematical models for the Frequency Assignment Problem. He developed new mathematical models of the Frequency Assignment Problem and new search algorithms for solving Frequency Assignment Problems. This work has already led to new publications. Both of these areas of research have the potential to be new areas of funding for CSU.

College of Veterinary Medicine & Biomedical Sciences

Susan Kraft, Environmental and Radiological Health Sciences.

Dr. Kraft's sabbatical was based in Fort Collins with the main goals being to build her knowledge base in PET-CT applications for cancer imaging from a clinical and investigative perspective by interacting with physician radiologists at the University of Colorado Health Sciences Center and Poudre Valley Hospital System. The second goal was to strengthen her existing regional collaborations and developing translational cancer imaging research strategies with the University of Colorado Cancer Center. These activities would also enable her to educate PVM and graduate students on new imaging technologies and to better advise and assist other faculty in imaging research using this new technology.

She developed an ongoing relationship with the radiologists of Advanced Medical Imaging. This activity was quite valuable and helped her rapidly develop interpretation skills and gain an understanding of potential research questions to advance that medical field. She attended nuclear medicine rounds several times at the University of Colorado in Denver and routinely attended tumor board clinical rounds which are held monthly at Poudre Valley Hospital, during which time she interacted with clinicians there. She attended a 3 day PET-CT physician's preceptorship in St. Louis at Washington University Medical School for additional instruction in PET-CT imaging and participated in two weeks of applications training provided on site by Philips Medical Systems. As a result of her knowledge gained by this professional development, Dr. Kraft submitted seven grant proposals with CSU faculty involving PET-CT. Three of these are pending and four were funded.

Dr. Kraft developed and delivered five 50-minute lectures on PET-CT applications and protocols to CSU scientists and staff. She arranged for and hosted two lectures delivered by PET-NET's applications specialist. She performed PET-CT studies and analysis including characterization and metabolic measurements of animal tumors resulting in four scientific presentations.

During her sabbatical, Dr. Kraft conducted research on imaging of guinea pig tuberculosis model, part of which was performed at the Preclinical Imaging Laboratories at CU Denver prior to closure of their laboratories. She performed an analytical study on MR lymphangiography and completed a research project on metabolomics of lymphoma using NMR and MRS which she also presented at the World Molecular Imaging Congress in Kyoto.

Warner College of Natural Resources

Dan Binkley, Forest, Rangeland, and Watershed Stewardship

Dr. Binkley had an adjunct appointment at North Carolina State University where he worked with colleagues on short-rotation forest plantation ecology and management leading to five publications. He took advantage of the flexibility of the leave to travel extensively, including invited seminars in the U.S., Argentina, Brazil, and Sweden. He joined a team of instructors for a 2-week course in tropical Brazil on the latest methods for measuring the growth and ecophysiology of trees; in addition to contributing to the teaching, he enjoyed very educational time learning from his co-instructors (from 5 countries) and the students (from all continents except Australia).

The benefits from his professional development include: 1) a revamping of one of his main courses (F311, Forest Ecology) to enhance on participatory learning, 2) continued developments in leading-edge research in forest plantations (based on a major initiative developed and proposed to a consortium of forest companies in Brazil), and 3) strong professional ties with new colleagues he met in the US and abroad.

Kevin Crooks, Fish, Wildlife, and Conservation Biology

Dr. Crooks proposed and accomplished multiple goals during his sabbatical leave that resulted in his professional growth and overall level of knowledge in his area of expertise. In turn, these activities have served to enhance the reputation of CSU and the educational experience of students currently in his lab and classroom.

The first goal was development of GIS skills which have become a necessity in the fields of wildlife ecology and conservation biology. ESRI, the software developer of ArcGIS, the most commonly used GIS software, has a "Virtual Campus" which offers a series of on-line self-study web courses and training seminars. Dr. Crooks enrolled in the ESRI campus and started the

process of completing the modules. Concurrently, he reviewed a text on GIS analyses by a colleague and collaborator. Development of his GIS skills is an ongoing process and Dr. Crooks will continue taking additional modules to strengthen his knowledge.

Dr. Crooks is the PI on a 5 year \$2.3 million project funded by the Ecology of Infectious Disease (EID) program through NSF. By necessity, this is a large, multifaceted, and collaborative research program with a highly-interdisciplinary team from a variety of agencies and organizations. Dr. Crooks was able to interact closely with and reinforce this network of colleagues, collaborators, and students and to considerably advance the research project.

This sabbatical leave allowed Dr. Crooks time for uninterrupted thought, review of the scientific literature, compilation and analyses of data, and writing papers for publication in scientific journals. He remained in regular contact with his graduating students to provide necessary mentoring as they finished their theses and submitted manuscripts for publication in scientific journals and with new students as they developed their proposals and integrated into ongoing projects. He and his students completed and submitted nine manuscripts for publication, ten lead or co-authored papers were published in scientific journals and edited volumes. There is one remaining paper in review and three in press.

Dr. Crooks delivered multiple seminars on his research in a variety of venues, including four lectures at scientific conferences (one invited) and one lecture to the general public, and was co-author on over 20 presentations. He was invited to participate in a science advisory team workshop regarding winter use in Yellowstone National Park and was interviewed for numerous media articles regarding his research projects. Notably, in 2010 he was nominated for and awarded a CSU Monfort Professorship, a highly competitive program intended to identify and retain top-quality faculty in the university and to support innovative research and teaching.

Paul Doherty, Fish, Wildlife, and Conservation Biology

Dr. Doherty spent time at the Universite of Montpellier in Montpellier, France and at the Patuxent Wildlife Research Center in Laurel, MD. He strengthened old contacts and made new ones. There is one paper accepted and two in preparation from his time in France. He was invited to return to France to co-teach an analytical workshop with their mark-recapture software. While at the Patuxent Wildlife Research Center, he collaborated with colleagues as a session editor for an upcoming edited volume, worked with a current CSU post-doc, and lined up funding for a future post-doc.

Although he was not able to visit Vietnam University of Forestry (VFU) in person, he did help a Vietnamese Ph.D. student finalize and defend his dissertation. He helped colleagues at the VFU successfully compete for a major grant from the Vietnam Ministry of Education which will allow future collaboration between CSU and VFU. He was able to gain funding from the World Wildlife Fund to visit Cambodia and presented workshop on abundance estimation, visited field

sites, and have ongoing collaborations concerning Mekong River Irrawaddy river dolphins. He anticipates future collaborations with these colleagues in Vietnam and Cambodia.

Dr. Doherty worked with USFWS, NPS, and USGS personnel concerning squirrels in deserts of southern California resulting in a paper in press. He worked with CDOW personnel on Gunnison Sage Grouse and Mule Deer projects. Both of these projects have Ph.D. students associated with them. He also worked with CDOW on a lynx project with a funded post-doc. That project has one paper provisionally accepted and two papers in preparation. Dr. Doherty had fourteen papers published, in press, or provisionally accepted and was involved in thirteen professional presentations. He sponsored three visiting scientists, taught three off-campus/non-credit courses and helped with an owl data analysis workshop.

Steven Fassnacht, Forest, Rangeland, and Watershed Stewardship

Dr. Fassnacht spent one month in Spain working with collaborators at the Center for Hydrographic Studies in Madrid and at the Pyrenees Institute of Ecology in Zaragoza. Working at both institutions increased his knowledge of snow hydrology, including snowpack processes and the spatial temporal distribution of snow in new environments. He was able to share some of his understanding of snow hydrology with collaborators at both institutes. When he was in Fort Collins, he worked with his graduate students.

Four journal papers were written, submitted, accepted, and are now in press. One paper was rewritten and resubmitted and is now in press, and another paper has been reviewed and is being rewritten. Two presentations were given in Spain and a poster-presentation was given at the 30th Annual AGU-Hydrology Days Meeting in Fort Collins.

Jerry Magloughlin, Geosciences

Dr. Magloughlin spent part of the fall semester and all of the spring semester in New Zealand. He was based in Ashburton, but spent much time at the University of Otago in Dunedin, where he was afforded an office, internet access, and access to the research facilities. He began research on two separate projects with Dr. Virginia Toy, and spent time on the east coast of South Island (Westland) doing field work. His research with Dr. Toy involved fault rocks including gouge, cataclastic rocks, and friction melts, in particular working on cryptic fault rocks from the Alpine Fault Zone aided by his WCNR mini-grant. He also did field work, lab work, and prepared samples for a project on cotichles.

His location in Ashburton, close to Christchurch, was advantageous as he was able to take advantage of the University of Canterbury library, meet with colleagues, and make extensive use of the rock processing facilities in order to cut rocks and prepare samples for bulk chemical analysis.

In addition to research, he wrote chapters for a new Physical Geology text. As part of this effort and to enhance his teaching and classroom presentations, he toured several parts of New Zealand and collected a large number of photographs. One highlight was a tour through the best hydrothermal basins on the North Island, including a guided tour through the Wairakei geothermal power plant with one of their engineers. This provided a lot of insight into the operation and mechanics of such plants.

Dr. Magloughlin attended two professional meetings, one in Oamaru New Zealand (including a field trip), and one in Calgary (two day theme session and two day short course). In Canada he was able to do a geologic tour of Banff National Park where he collected many photographs of geologic features (glacial features, structures, and various lithologies). He toured the Cascades Volcano Observatory (Vancouver) and met with USGS scientists regarding a possible research project on Mount St. Helens.

Additionally, two comments were written and submitted to journals, two abstracts were submitted and accepted for the National Geological Society of American meeting in Denver, one NSF proposal was submitted, one Warner mini-grant was submitted and funded, and one manuscript was resubmitted. Several other manuscripts were written or rewritten. An instructional DVD was completed.

Jerry Vaske, Human Dimensions of Natural Resources

Dr. Vaske completed the development, beta testing, and menu system for the 2nd generation of the Potential for Conflict Index (PCI₂). The Potential for Conflict Index (PCI) is a statistic developed to facilitate communicating quantitative survey results to non-technical audiences. PCI requires little statistical training to understand social science data, minimizes effort required to process information, and improves comprehension. PCI₂ has expanded the analytical capabilities and is now available on a variety of platforms to allow more researchers access to the program's capabilities.

During his sabbatical, Dr. Vaske completed two books, two book chapters, seven journal articles and gave five conference/professional presentations. He developed three research proposals, advised two international graduate students, and two CSU undergraduate honors students. He continued to serve as Editor of the journal *Human Dimensions of Wildlife* and Secretary for the International Association for Society and Natural Resources.

Ellen Wohl, Geosciences

During the fall semester, Dr. Wohl was an invited speaker at two professional conferences, the International Association of Sedimentologists meeting in Sardinia, Italy and the Geological Society of America meeting in Portland, Oregon. She spent a month doing field research at Congaree National Park in South Carolina. During the spring semester, she was a Distinguished

International Fellow in the Department of Geography at Durham University in England. While at Durham, she gave research seminars at eleven universities in England, Scotland, and Wales, as well as three research seminars at the Universidad Complutense in Madrid, Spain, where she was invited for a short visit with financial support from the Universidad Complutense.

The field research undertaken at Congaree, which is related to ongoing work in the Colorado Front Range and at topical sites in Panama and Costa Rica, has been summarized in an article submitted to the peer-reviewed journal *Geomorphology*. The ability to conduct field work at this site during a period of much more suitable weather than the “normal” summer field season was very valuable. The discussions with colleagues at the British and Spanish universities were also very productive and have already resulted in a collaborative publication (in preparation), a collaborative research proposal submitted to the NSF International Program office for field work in Spain and Portugal that would support a CSU Ph.D. student, and plans to host a British colleague at CSU during his upcoming sabbatical leave and to conduct collaborative research at CSU’s Engineering Research Center during his visit. She is using photographs and experiences from field visits in the UK in her graduate class in fluvial geomorphology, and the ability to provide a European perspective on “hot topics” such as river restoration is very useful.

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

CSU: Emeritus Rank Designations

RECOMMENDED ACTION

MOVED, that the Board of Governors approve the conferral of the rank of Emeritus upon those faculty members listed below effective February 16, 2011:

College of Liberal Arts

Sue Ellen Charlton, Professor – Political Science

Chuen-Mei Fan, Professor – Economics

Charles F. Revier, Associate Professor – Economics

Sara Saz, Professor – Foreign Languages and Literatures

College of Natural Sciences

Chiaoyao She, Professor – Physics

College of Veterinary Medicine and Biomedical Sciences

Barbara Sanborn, Professor – Biomedical Sciences

EXPLANATION:

Presented by Tony Frank, President

The faculty members listed above have met the qualifications to be awarded the status of Emeritus as set forth in the CSU Academic Faculty and Administrative Professional Manual.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Consent Item

Approved

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

Nondelegable Personnel Actions

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approve nondelegable personnel actions as submitted by Colorado State University – Fort Collins.

EXPLANATION:

Presented by Dr. Tony Frank, President.

At its May 3, 1995 meeting, the Board approved a policy delegating personnel power to the institutional presidents with the exception of specific personnel actions. This agenda item allows for action on such personnel decisions.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Consent Item

LEAVE OF ABSENCE						
	NAME	DEPARTMENT	FROM	TO	TYPE	LEAVE TYPE
1.	Albert, Diane M	College of Liberal Arts	8/3/10	8/11/11	12/Reg	LWOP/Illness
2.	Albert, Diane M	College of Liberal Arts	9/15/10	9/21/10	12/Reg	LWOP/Illness
3.	Beavers, Andrew M	CEMML	8/31/10	8/31/10	12/Spec	LWOP/Personal
4.	Berg, Christina M	Hartshorn Health Services	9/15/10	9/24/10	12/Reg	LWOP/Personal
5.	Busch, Carol	CSU Extension	4/7/10	4/9/10	12/Spec	LWOP/Personal
6.	Conant, Richard T	FRWS	8/16/10	5/15/11	9/Reg	LWOP/LWOP
7.	Conant, Richard T	NREL	10/1/10	3/3/11	12/Spec	LWOP/LWOP
8.	Cooney, Camy	University Development	9/1/10	9/21/10	12/Reg	LWOP/Personal
9.	Coughenour, Michael B	NREL	11/1/10	11/30/10	9/Spec	LWOP/LWOP
10.	Howe, Susan R	Civil & Environmental Engineering	9/1/10	2/28/11	12/Spec	LWOP/Administrative
11.	Langston, Heather S	College of Engineering	10/18/10	11/5/10	12/Reg	LWOP/FMLA
12.	Loftis, Jim C	Civil & Environmental Engineering	12/1/10	12/31/10	9/Spec	LWOP/Lay off
13.	Morrison, Brenda	Vice Provost for Engagement	10/1/10	12/31/10	12/Reg	LWOP/Departmental
14.	Orswell, Forrest M	Student Legal Services	9/13/10	9/17/10	12/Reg	LWOP/Departmental
15.	Peterson, Thomas C	NREL	10/1/10	12/31/10	12/Spec	LWOP/LWOP
16.	Sampath, Walajabad S	Mechanical Engineering	12/1/10	12/31/10	9/Reg	LWOP/Lay off
17.	Sulzner, Joselyne M	University Counseling Center	9/10/10	9/27/10	12/Spec	LWOP/Personal
18.	Summerhays, Auli K	CSU Events	9/3/10	9/30/10	12/Reg	LWOP/FMLA
19.	Summerhays, Auli K	CSU Events	10/1/10	10/22/10	12/Reg	LWOP/FMLA
20.	Thilmany, David S	College of Liberal Arts	9/2/10	9/30/10	12/Reg	LWOP/Illness
21.	Thilmany, David S	College of Liberal Arts	10/1/10	10/29/10	12/Reg	LWOP/Illness
22.	Tzipory, Liran	Clinical Sciences	9/17/10	9/30/10	12/Reg	LWOP/FMLA
23.	Winchester, Julie I	CIRA	11/1/10	1/31/11	12/Spec	LWOP/Personal
24.	Yang, Chih T	Civil & Environmental Engineering	8/16/10	12/31/10	9/Spec	LWOP/LWOP

Nondelegable Personnel Actions

Stretch Goal or Strategic Initiative: N/A. Board approval of this administrative action is required by statute, CCHE, Board, or university policy.

MATTERS FOR ACTION:

2010-2011 Academic Faculty and Administrative Professional Manual Revisions:
Section C.2.3.1 – Colleges and Academic Departments – Add Department of Ecosystem
Science and Sustainability in the College of Natural Resources.

RECOMMENDED ACTION

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

EXPLANATION:

Presented by Tony Frank, President.

The proposed revision for the 2010-11 edition of the Colorado State University Academic Faculty and Administrative Professional Manual has been adopted by the Colorado State University Faculty Council. A brief explanation for the revision follows:

The revision to the Academic Faculty and Administrative Professional Manual, Section C.2.3.1 – Colleges and Academic Departments is proposed to add a new Department of Ecosystem Science and Sustainability in the College of Natural Resources. The College of Natural Resources is proposing to form the Department of Ecosystem Science and Sustainability (DESS). The DESS would focus on undergraduate and graduate education, post-graduate professional training, and research. The DESS would retain the established expertise and leadership in basic and applied ecosystem and watershed science within the College of Natural Resources to provide scientific leadership and knowledge to decision makers, managers, educators, and the public in support of decisions regarding the environment. The formation of the DESS is part of a broader reorganization effort within the College of Natural Resources, guided by needs with the college and aligned with the university strategic plan. The faculty that will form DESS

will come from the current Department of Forest, Rangeland, and Watershed Stewardship and from the Natural Resource Ecology Laboratory. The DESS degree programs will include the current B.S. and M.S. degrees in Watershed Sciences, which will be transferred to DESS, and new undergraduate and graduate degrees. The DESS will develop and offer new B.S., M.S., and Ph.D. degrees in Ecosystem Science and Sustainability and a Masters (Plan C) degree in Environmental Sustainability.

NOTE: Revisions are noted in the following manner:
Additions *Italics* Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2010-11

C.2.3.1 Colleges and Academic Departments

f. College of Natural Resources

Comprising the Departments of *Ecosystem Science and Sustainability*; Fish, Wildlife, and Conservation Biology; Forest, Rangeland, and Watershed Stewardship; Geosciences; and Human Dimensions of Natural Resources.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Consent Item


Approved

MATTERS FOR ACTION:

Emeritus Rank Designation

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the conferral of rank of Professor Emeritus upon the faculty whose name appears on the following list.

College of Humanities and Social Sciences

Dr. David Sandoval – Recommendation for Professor Emeritus of History

Hasan School of Business

Dr. John Borton – Recommendation for Professor Emeritus of Computer Information Systems

EXPLANATION:

Presented by Russell J. Meyer, Provost and Vice President for Academic Affairs.

The faculty members listed above have met the qualifications to be awarded the status of Emeritus as set forth in the *CSU-Pueblo Faculty Handbook*.

Section

5

Student and Faculty Representative Reports

Student Representative Report

Colorado State University

Cooper Anderson

February 2011 Meeting

- **Student Initiated Fee for the Women and Gender Advocacy Center (Formally the Office of Women's Programs)**
 - Vice President Jennifer Babos of ASCSU and I campaigned on a platform that included increasing resources to survivors of interpersonal violence and increasing educational programming about interpersonal violence.
 - Vice President Babos and I created a new department within ASCSU, Rams Against Interpersonal Violence (RAIV), whose focus is to plan educational events about interpersonal violence.
 - Vice President Babos has been having meetings with administration, faculty, and students on how to improve policies, procedures, and treatment of interpersonal violence and survivors of interpersonal violence on campus. She also holds once a month meetings with administrative officials that include: the Office of Equal Opportunity, Office of Women's Programs (Now Women and Gender Advocacy Center, Student Legal Services, General Counsel, Conflict Resolution and Student Services, the Dean of Students, Athletics, and CSUPD. These meetings are opportunities to share information and sustain dialogue between administration and students about how to respond to and improve how interpersonal violence is handled on campus.]
 - Vice President Babos and I are currently working to implement a student fee that increases the amount of resources for survivors of interpersonal violence and educational programming about interpersonal violence.
 - The proposed amount is approximately \$3.00-\$4.00 per semester, depending on further discussions with administration, to be implemented during the Fall Semester.
 - This fee will be directed by the Women and Gender Advocacy Center.

Respectfully Submitted,

Cooper Anderson

President of the Associated Students of Colorado State University

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Report Item

Student Representative's Report

COLORADO STATE UNIVERSITY - PUEBLO

Reemphasis of Qualifications for the University President

As the official governing body for the students of CSU-Pueblo I would like to reemphasize the qualification set forth in October 2010 that we, the students, feel are the attributes our next President should encumber:

- 1.) A PhD or equivalent doctoral (or terminal) degree
- 2.) Classroom experience as a tenured faculty member (or adequate experience in university administration)
- 3.) A respected scholar who has published in peer-reviewed venues
- 4.) Experience in higher education administration
- 5.) Experience with shared governance and rational budgeting
- 6.) A proven record of success dealing with Students, Staff and Faculty in a collegial and collaborative fashion
- 7.) Someone who has shown success in raising money for their given institution of higher education.

As the search continues, I hope that the Search committee and the Board of Governors keep these qualities in mind.

Academic Calendar Forum

On Monday, February 7th the Associated Students' Government held a forum to discuss the current academic calendar both in terms of holidays and length of calendar. At the time of this report the meeting had not yet commenced.

Kudos to President Leon

I would like to give accolades to President Leon and his leadership thus far at the university. He has been helpful, enlightening and not afraid to make progressive change. We are fortunate to have him leading our university at this time.

More to come:

At the time of this report there are still various projects in the works and hope to have a more complete report at the time of my verbal report at the General Board meeting.

Thank you all!

Respectfully submitted,

Steve Titus

CSU-Pueblo Student Representative

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Report Item

**Colorado State University – Fort Collins
Faculty Representative Report**

This report covers the period from Dec 9, 2010 – Jan 25, 2011, since the Dec. 7/8 Board of Governors (BOG) meeting in Denver.

- Faculty Council has met once since the beginning of the Spring Semester – on February 1. It meets regularly on the first Tuesday of every month of the Fall and Spring semesters. The next meeting will be March 1, at 4:00pm in Clark A-101.
- Standing committees continue to work on suggested revisions to policies and the associated manual sections. These proposals will be brought to Faculty Council over the next several months, and then passed on to the Board for their approval.
- Faculty Council elections will be held in March, including elections for the new Representative to the Board of Governors. (I am not eligible to run again, since my second term will end on June 30.) There will be a new Faculty Council Chair, because of term limitations as well, and also a new Faculty Council Vice Chair. I should be able to indicate who will be filling these positions when I make my report to the Board in May.
- The Associated Students of CSU have asked the Faculty to consider using an Honor Pledge. This topic has been under deliberation in the Faculty Council Committee on Teaching and Learning, and was discussed in a larger context at the December Faculty Council meeting. No decisions have been made at this time, but under consideration are ideas of a standard Honor Pledge statement that might be included in every course syllabus, and that students might be asked to sign – either as a part of being a CSU student, part of each course they take, or even part of each test, etc. Pros and cons of various suggestions are being considered. The hope is to have this approved and available at the June Board Retreat.
- The Faculty Council Executive Committee discussed SB 11-011 regarding whether the Faculty and Student Representatives on the Board of Governors should be given a vote. At this point we are taking a “wait and see” attitude, to determine the form that the bill ends up in. We feel that there are a number of serious issues with the current form of the bill that could make it hard, if not impossible, for the faculty to support. Two key issues include: 1) the possibility of a rotating set of Faculty Representatives from Fort Collins, Pueblo, and potentially Global Campus, where Fort Collins Faculty would possibly have no vote once every two years or twice every three years; and 2) the idea that the Governor might appoint the Faculty Representative rather than the Faculty being able to choose exactly who they want as their Representative. As I stated during the Jan 14 special Executive Committee meeting where the Students presented their ideas and reasons for wanting a vote, I personally feel at present that if the student and faculty representatives are given full access to all Board activities (all except for being able to vote), as is provided for under the current State statute, I am not yet convinced that having a vote for the students or faculty is

important, especially since it might come with the two negative consequences described above. Again, the faculty are waiting to see what form the bill finally takes before making a decision regarding whether they will support it or not.

Respectfully submitted,

Dan Turk, Ph.D.

Faculty Council Representative to the Board of Governors, 2010-2011

Colorado State University – Fort Collins

(970) 491-0467 (office)

dan.turk@colostate.edu

<http://facultycouncil.colostate.edu/files/BOGRepresentativeUpdates2010-2011.pdf>

bogrep@colostate.edu

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Report Item

COLORADO STATE UNIVERSITY-PUEBLO FACULTY REPORT

This report covers highlights since the December 8, 2010 meeting

Presidential search moving forward

The Presidential Search Advisory Committee met on campus on January 21 to solicit input from various stakeholders regarding criteria for the next president. Three questions were asked of all groups: 1) From your perspective, what are the priorities that CSU-Pueblo must address in the next five years? 2) What qualities and experiences will the next President need to advance that agenda? 3) What are the most attractive attributes of CSU-Pueblo, and how might those be used to attract the right candidates?

Numerous faculty leadership groups are in discussion with their constituents to provide input to the search advisory committee. Those are: Faculty Senate, Chairs Council, and the AAUP Chapter. All of these groups have emphasized that the next President should possess a firm understanding of all aspects of university operations, especially academics, and possess a Ph.D. (and/or ample four-year college or university experience, including teaching experience).

The Faculty Senate Executive Committee's responses to the three questions listed above is attached to this report. This document has been approved unanimously by the Executive Committee and will be discussed during the next Faculty Senate meeting on February 7.

Faculty hope to partner with administration in upcoming searches

Faculty will also be working to be actively engaged in searches for the next Provost and Vice-President of Finance and Administration, most likely to be conducted after the new president is hired by the university. Faculty intend to lobby for a faculty member to serve as chair for the provost search committee.

New annual budget cycle created

The University Budget Board has created a new budget cycle based on a CSU model. After a budget goes into effect each July 1, the cycle for the next year will begin during the August convocation week with the scheduling of a university budget forum.

This new process creates numerous opportunities for budget input through the academic year and requires a March budget summit in which all units will be required to present budget profiles for both a 1-4 percent decrease (austere) and a 1-4 percent increase (aspirational) in budget.

The new budget cycle process is intended to provide more transparency in the university budget, input from constituent groups, and shared decision making in the end result.

Budget shortfall anticipated in 2010-2011 budget

Faculty Senate will be working closely with President Leon to identify strategies to address what could be a \$1 million budget shortfall anticipated during spring 2011, due to a smaller enrollment increase than anticipated and planned for.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Report Item

Chief Information Officer search process placed on hold

With the upcoming retirement of the CIO, the university has placed the search for a replacement on hold, pending discussions with CSU leaders regarding possible sharing of resources for technology needs on campus. A campus survey is being implemented regarding the use of technology and should garner meaningful results that are relevant to the resource discussion taking place.

Faculty urge university leadership to consider faculty input in any model for collaboration, as technology plays a significant role in the teaching-learning context.

Upcoming Faculty Senate votes and referenda planned

Faculty Senate continues to work on Faculty Handbook revisions related to the University Budget Board, Faculty Disciplinary Action Policy, Academic Freedom, and Dismissal Policy and Grievance Procedures. All are in various stages of legal review, first and second readings, or planned referendum for a faculty vote.

Faculty informally support draft of Senate Bill creating voting status for student and faculty representatives on the Board of Governors

The Faculty Senate Executive Committee supports the revised draft Senate bill that will allow faculty and student representatives to vote on the BOG. No other changes related to terms or approval process for BOG membership are planned. Terms are expected to remain the same, as well as the representative being chosen from each respective governing body. A formal vote in support of the bill is expected at the February 7 Faculty Senate meeting.

New models being proposed for graduate programs and summer school

Faculty Senate is reviewing committee reports related to a new funding model for graduate programs and entirely new summer school program and funding model. President Leon has expressed support for the new summer school plan.

Respectfully submitted,
Professor Jennifer M. Mullen
CSU-Pueblo Faculty Representative
CSU System Board of Governors

Draft: Qualities and Experiences Needed by the Next CSU-Pueblo President

Submitted by: Faculty Senate Executive Committee – January 17, 2011

What are the priorities that the next President of CSUP must address?

- 1) Must build a senior administrative team (Provost, VPFA, Deans, etc.) that will be highly productive and effective in advancing the University's academic mission, emphasizing excellence (teaching and research), while streamlining expenditures to become efficient and accountable. This may require reorganization of the university leadership structure and coordination with CSU-Fort Collins.
- 2) Must create and execute a strategic vision that will prioritize limited resources to grow and invest in programs/divisions of quality and productivity, identify new opportunities that are innovative, and to reallocate from programs/divisions that are not central to the mission and detract from core elements of high quality and efficiency.
- 3) Must greatly enhance external resources flowing into the University through the Foundation (alumni and donor support), competitive external grants & contracts, and innovative collaborations/partnerships with other organizations, institutions, etc.
- 4) Must build a campus community in which leaders better represent the gender and ethnic diversity of faculty and students and provide a climate in which shared governance is practiced with an open, participatory and transparent culture.
- 5) Must greatly improve the image and reputation of the institution (local, state, and national) as a high quality university delivering competitive, rigorous academic programs and curricula marked by unique opportunities for students to engage in faculty mentored research/creative activities/internships, etc.
- 6) Must build a productive and transparent relationship with the local community, promoting applied faculty and student scholarship with local businesses, industries, government agencies to facilitate economic development and a synergistic relationship.
- 7) Must build a closer more collaborative relationship with CSU-Fort Collins and CSU Global in order to streamline expenses/operations, capitalize on strengths and expertise of faculty, and consolidate programs to free up resources for new investments.
- 8) Must establish productive relationship with local school districts and community colleges to address the high remediation rates of local students before entry into CSU-Pueblo.

The best candidate for President of CSU-Pueblo will demonstrate the following skills/characteristics:

- 1) **A clear commitment to the mission of CSU-Pueblo**, especially the foundational role of student-faculty interaction in accomplishing that mission and defining institutional priorities.

- 2) **Strong strategic planning and implementation skills**, especially the ability to work productively with campus and community constituents to identify and pursue directions for continuing university improvement.
- 3) **Strong financial planning and budget management skills**, especially in times of financial challenge and change.
- 4) **Effective skills in generating and cultivating major revenue streams**, especially through foundation, donor, external grants & contracts, and collaborative partnership programs with other institutions, organizations, and the community.
- 5) **Personal integrity and the capacity to build an effective senior leadership team** that is productive, accountable, principled, and reflects the gender and ethnic diversity of the community of scholars, students, and staff of CSU-Pueblo.
- 6) **A strong record of implementing shared governance principles** based in openness, inclusiveness, respect and accountability.

Attributes of CSU-Pueblo that will attract high quality candidates.

- 1) Potential for enrollment growth being well positioned in terms of expanded facilities and a locale in a desirable location.
- 2) Hispanic Serving Institution in a community with a growing Hispanic population, providing potential to build student enrollments with strategic marketing in the southwest, and to greatly enhance external grants and contracts through Federal grant and Foundation programs targeting this demographic (especially in the STEM disciplines).
- 3) Collaborative potential within CSUS (CSU-Fort Collins and CSU Global) to capitalize on efficiencies and establish synergistic relationships between academic programs and faculty and student research and creative activities.
- 4) An engaged, committed faculty, staff and student body and a positive, mutually supportive relationship with the broader community.

Section

6

Chancellor's Report



COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University - Pueblo • CSU Global Campus

COLORADO STATE UNIVERSITY SYSTEM CHANCELLOR'S REPORT

Board of Governors of the Colorado State University System
February 16, 2011

1. CSU System 2011 Legislative Program

The Chancellor, Rich Schweigert and Mike Nosler are conducting regular meetings with our State Legislative lobbyists and meeting with members of the legislature. Report will be printed at the February Board meeting.

2. Colorado Congressional Delegation: On February 8-9, the Chancellor, Tony Frank, Julio Leon, Becky Takeda Tinker and Bill Farland met with each member of the House in Washington to discuss special funding opportunities in this year's proposed appropriation bills and top staff of both our Senators who were unavailable during our visit. Bill Farland is following-up with individual congressional staff members and our Washington consultants the first week of March.

3. Academic Affairs: Working with Stephen Portch the Chancellor has been working through the Registry for University & College Presidents to identify candidates for the CSU System Chief Academic Officer position.

4. CSU Pueblo Presidential Search Advisory Committee: The Chancellor has been actively engaged in the process Chaired by Governor Horrell. The Committee has held several meetings and a full day of stakeholder meetings to gather community input on the qualities needed in the next President of CSU-Pueblo.

5. Community Outreach

The Chancellor has attended numerous metro Denver events/meetings: Denver Public Schools representatives and CSU staff and leaders of the Hispanic Community to increase enrollment at CSU Fort Collins/Pueblo, especially among first-generation and minority students. He initiated a six week campaign to increase awareness in the Hispanic Community in collaboration with Entravision, the Hispanic Chamber of Metro Denver and College in Colorado. He has presented to the Metro Mayors Caucus at their Annual Retreat; 4H Centennial Celebration; South Denver Metro Chamber and the Inverness Group. He participated in National Western Stock Show activities including the annual Parade; Boots n' Business and Rodeo with members of the Board. He also attended the Gubernatorial Inauguration and State of the State events held the week of January 10.

Section

7

System Reports

CSU System's Strategic Plan Feb. 2011 – CSU System Report

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL ONE: STUDENT SUCCESS AND SATISFACTION			
<p>Ensuring Student Success and Satisfaction</p>	<p>The Colorado State University System will enable and empower its institutions to improve the success and satisfaction of students through initiatives, collaborations and accountability measures that add value for students.</p>	<p>Through initiatives and collaborations, the CSU System will support each of its institutions to be above peer averages, be in the top quartile of its peers in at least three of the following categories and to close the achievement gap among student demographic groups.</p> <p>These initiatives will include a focus on:</p> <ul style="list-style-type: none"> • Increased student retention and persistence to a degree • Increasing graduation rates • Development of critical thinking skills and disciplinary knowledge • Increased student engagement and satisfaction • Post graduate success • Reasonable student debt load 	<p>Campuses will report progress on metrics every June.</p> <p>CSU System will provide ongoing reports on legislative/policy developments</p> <p>June 17, CSU System and campuses announced the Commitment to Colorado financial aid program helping manage the level of student debt, as well as helping to increase the number of students to go to college.</p> <p>Chancellor presented results of the CSU Systems five-year performance contract to CCHE, which focused on predicted graduation rates, low income students, retention rates, transfer agreements, and among other topics.</p> <p>Engaged in Gov. Ritter's 30-day action campaign launched Nov. 8 called "Complete College Colorado" to help increase degree attainment, especially among students who have credits but no degree.</p>

CSU System's Strategic Plan Feb. 2011 – CSU System Report

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL ONE: STUDENT SUCCESS AND SATISFACTION			
Ensuring Student Success and Satisfaction			Participated in the HLC meeting for Global Campus accreditation.
GOAL TWO: FINANCIAL SUSTAINABILITY			
Examine new and existing financial models to expand revenue sources and seek operational efficiencies	<p>The Colorado State University System will provide financial sustainability on behalf of its institutions through two approaches: thoughtful re-examination of the existing financial model and experiments to discover a new financial model.</p> <p>These initiatives will include a focus on: Revenues exceeding expenses by 3% by 2015 on the CSU System consolidated financial statement for reinvestment in strategic priorities.</p>	<p>Participate in forums with policy makers and elected officials to educate and inform them of the economic contributions of the CSU System versus their cost/investment in the system</p>	<p>Chancellor and CSU System staff continue to participate in the governor's Higher Education Strategic Planning committee meetings, and ongoing attendance at CCHE meetings</p> <p>One-on-one meetings with members of the JBC, legislative leaders and policy makers on higher ed funding.</p> <p>Attended Gov. Ritter's press confs on:</p> <ol style="list-style-type: none"> 1. Final report from the HESP committee "Degree Dividend." 2. Month-long campaign "Complete College Colorado." <p>Under SB10-003, the system requested authority from CCHE to raise tuition above the statutorily set 9 percent rate increase. CCHE granted the CSUS board tuition and policy setting authority, bypassing the need for legislative approval for tuition increases for the next five years.</p>

CSU System's Strategic Plan Feb. 2011 – CSU System Report

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL TWO: FINANCIAL SUSTAINABILITY			
<p>Examine new and existing financial models to expand revenue sources and seek operational efficiencies</p>	<p>Financial model experiments will be aimed at finding a model that increases student learning productivity while decreasing the instructional cost per student.</p>	<p>Determine the feasibility of a successful initiative/referendum regarding statewide funding for higher education</p>	<p>Presented to the JBC our progress and plan to help build a stronger Colorado.</p> <p>Chancellor presented to the board of governors in June on the likelihood of successful scenarios of statewide initiatives/referendums. Further discussion scheduled for the Dec 2010 board meeting.</p> <p>The HESP final report “Degree Dividend” suggests several funding options. To be convened by September 30.</p> <p>First meeting will take place following the release of the Higher Ed Strategic Planning committee report in December.</p> <p>Initial participants identified and will hold first meeting mid-Dec.</p> <p>As part of a CSU System initiative, we continue to seek and identify opportunities for further operational efficiencies. Currently working with the CU System across several areas for shared serves in IT and risk management.</p>

**CSU System's Strategic Plan
Feb. 2011 – CSU System Report**

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL TWO: FINANCIAL SUSTAINABILITY			
<p>Examine new and existing financial models to expand revenue sources and seek operational efficiencies</p>		<p>The Chancellor will convene a group of internal and external stakeholders to create leading-edge practices for educational and financial efficiencies that can be applied to the CSU System</p> <p>Continue to expand new revenue streams for the CSU System.</p>	<p>For FY 2012-2013 through FY 2015-2016 - the remaining four years of the plan <u>CSU System</u></p> <ul style="list-style-type: none"> • Authority to consider tuition increases at both campuses beyond the 9 percent up to 12 percent during FY 2012-13-2015-2016 along with tuition differentials. <p>Secured US Bank to sponsor CSU Marching Band in the Parade of Lights.</p> <p>CSU System consolidated financial statements – preliminary reports show that revenues have exceeded expenses by 1.4%.</p> <p>Appointed a diverse group of individuals for the strategic planning committee.</p> <p>Have had four meetings with the strategic planning committee to discuss and review the viability of various funding models for the CSU System. Results will be reported at the May board meeting.</p>

**CSU System's Strategic Plan
Feb. 2011 – CSU System Report**

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL TWO: FINANCIAL SUSTAINABILITY			
<p>Examine new and existing financial models to expand revenue sources and seek operational efficiencies</p>			<p>Led four talks to civic and industry groups about the future of public higher education, funding issues, solutions and strategies.</p> <p>Interview with Adam Schrage of 9News/Your Show about the future of higher ed.</p> <p>Denver Metro Chamber is conducting a state-wide poll on voter attitudes of higher education, results available before the end of Feb.</p>
GOAL THREE: EXPAND STATEWIDE PRESENCE			
<p>Increase the percentage of students who participate in higher education</p> <p>Increase the proportion of students who choose to enroll in one or more of the CSU System institutions</p>	<p>The Colorado State University System will expand its statewide presence by significantly increasing the number and impact of mutually beneficial formal partnerships with communities in Colorado.</p>	<p>Number and impact of mutually beneficial formal partnerships with communities in Colorado</p>	<p>In July, Chancellor met with President Tim Foster of Mesa State College, President Dene Kay Thomas of Fort Lewis College and President Jay Helman of Western State College to enhance relationships with college leadership on the western slope.</p> <p>Hosted community gatherings with the alumni association and CSU Extension Offices in Douglas and Jefferson Counties. Business leaders, elected officials, alumni, and community members were in attendance. Plan to host more in FY2011.</p>

**CSU System's Strategic Plan
Feb. 2011 – CSU System Report**

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL THREE: EXPAND STATEWIDE PRESENCE			
<p>Increase the percentage of students who participate in higher education</p> <p>Increase the proportion of students who choose to enroll in one or more of the CSU System institutions</p>			<p>Continue to work with and engage the Hispanic Chamber Board to reach out to Hispanic youths and families about access to college with the intent of increasing minority enrollment. Also engaging College in Colorado in discussions with the Chamber and resources within CSU admissions, including Mary Ontiveros.</p> <p>CSU-Pueblo and Colorado Community College System signed articulation agreements. CSU-Pueblo is the only university in the state and one of few nationally that has articulated every major from its primary transfer institutions with corresponding CSU-Pueblo majors. The articulation agreement is the largest of its kind in the state so far. The goal is for students at community colleges to know exactly what classes they need to transfer into specific majors and graduate from CSU Pueblo.</p>

**CSU System's Strategic Plan
Feb. 2011 – CSU System Report**

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL THREE: EXPAND STATEWIDE PRESENCE			
<p>Increase the percentage of students who participate in higher education</p> <p>Increase the proportion of students who choose to enroll in one or more of the CSU System institutions</p>			<p>Met with Fort Collins' admissions staff to help augment efforts in DPS to increase CSU's visibility and top-of-mind awareness among influencers in high schools. Will start meeting with superintendents to determine how to better position CSU.</p> <p>Met with DPS Superintendent Tom Boasberg and CSU Admissions' Jim Rawlins. Promoted Commitment to Colorado.</p> <p>Presented on the future of CO's public higher ed system to Denver Health Medical Staff, Hispanic Chamber of Commerce, and Latino chamber Lifetime Achievement Luncheon to build a greater understanding of the fiscal and economic realities facing this state.</p> <p>Facilitated higher ed funding discussion with South Metro Denver Chamber board.</p>

**CSU System's Strategic Plan
Feb. 2011 – CSU System Report**

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL THREE: EXPAND STATEWIDE PRESENCE			
<p>Increase the percentage of students who participate in higher education</p> <p>Increase the proportion of students who choose to enroll in one or more of the CSU System institutions</p>			<p>Convened meeting with College in Colorado, CSU diversity leaders and the Hispanic Chamber Board president to plan a strategy to increase the number of Hispanics who go to college. Through a collaborative effort with DPS, Entravision, the Hispanic chamber, Noticias Univision Colorado, College in Colorado and CSU, a 7.5 week radio and TV campaign is underway. The campaign involves PSAs and a call-center to help answer questions about college. To-date the campaign has had a strong response from the Hispanic community.</p> <p>Plan to work on campus visits with Denver area schools for College in Colorado's College Friday, April 8.</p> <p>As a result of the meeting with DPS superintendent Tom Boasberg, Jim Rawlins and Robin Brown met with DPS representatives to follow up on strategies to build upon CSU's efforts with DPS student recruitment.</p>

CSU System's Strategic Plan Feb. 2011 – CSU System Report

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL THREE: EXPAND STATEWIDE PRESENCE			
<p>Increase the percentage of students who participate in higher education</p> <p>Increase the proportion of students who choose to enroll in one or more of the CSU System institutions</p>			<p>Collaborating with the Boys and Girls Clubs in Colorado and their Youth of the Year program, we have agreed to provide scholarship assistance to students. It is excellent statewide outreach for CSU, as the Club has a competition among its clubs throughout Colorado, including Larimer and Pueblo Counties.</p>
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO			
Building a Stronger Colorado	<p>The Colorado State University System will transform Colorado's future through knowledge, research and discovery as well as innovative and collaborative community development initiatives in every county.</p>	<p>Focus on targeted and measurable job creation, growth and retention</p> <p>Increase the number of applied research activities impacting the quality of life for Coloradans in specific areas of expertise</p> <p>Increase the number of tech transfer and business incubator agreements</p> <p>Increase the pipeline of STEM students from K-12 into a CSU System institution, with a special emphasis on first-generation college students</p>	<p>Full report to the Board June 2011</p> <p>CSU-Pueblo economic report will be released in Sept. Highlights from the report were highlighted in a Chieftain Editorial (Aug 29), under the lens of CSU System strategic plan.</p> <p>Met with Denver Post editorial Greg Moore regarding CSU System's economic impacts, research discoveries, spin-off companies, also reviewed our strategic plan.</p>

**CSU System's Strategic Plan
Feb. 2011 – CSU System Report**

Strategic Plan: Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status (updates in bold)
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO			
Building a Stronger Colorado			<p>At Fort Collins, researchers are initiating record invention disclosures – the first step in the patenting process.</p> <p>Fort Collins reported, federal dollars continued to increase into the university.</p> <p>Grant awards for FY 2010 grew 4.1 percent over FY 2009 to \$285.6 million.</p> <p>Federal awards increased for the second consecutive year.</p> <p>Campus reports have progress in these specific metrics.</p> <p>CSU's campus leadership (Presidents Frank, Takeda-Tinker, interim Leon, Bill Farland) and I visited with the Colorado Delegation to discuss federal issues pertaining to higher ed and research.</p>

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Increase retention rates and persistence to degree	Fund and implement a student success plan including academic support coordinators, supplemental instruction initiatives for core courses and expanding living/learning communities to increase satisfaction and engagement in early years.	Increase freshman-sophomore retention rate from 82.5% to 85.0%; Continuous improvement in freshman satisfaction rates	Freshman-Sophomore Retention Rates: (Note: In the past, this retention study has included both full-time and part-time students in the analysis cohorts. To be consistent with state and federal reporting methodology, the cohorts were adjusted to include only full-time students defined as those enrolled in 12 or more credits in their entering term.) The numbers using the new methodology (old numbers in parentheses): FA06 to FA07: 82.5% (81.5%) FA07 to FA08: 82.8% (81.7%) FA08 to FA09: 83.6% (82.5%) FA09 to FA10: 84.6% <i>Source: Freshman Retention Study</i> At 84.6%, the one-year retention rate of the FA09 cohort is the highest in the 20 years of data reported in CSU's Freshman Retention Study.	Retention Rate Fall 2010 - TBD Fall 2011 - 85%
Increase graduation rates	Expand curricular programs via new degree programs and additional co-curricular experiential learning opportunities such as honors, study abroad, research, internships and service learning projects.	Increase new freshman and transfer student graduation rates by 0.5% per year through 2015	Six-year graduation rates for entering cohorts: (These numbers have also changed based on methodology change noted above. Old numbers in parentheses.) FA02: 64.6% (62.9%) FA03: 65.5% (63.9%) FA04: 64.7% Transfer FA02: 63.6%	Fall 2010 - 68.5% Fall 2011 - 70%

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			FA03: 65.0% FA04: 65.0% <i>Source: Transfer Retention Study</i>	
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Learning increases (critical thinking skills and disciplinary knowledge)	Increase the size and quality of instructional staff, including tenured/tenure-track faculty, non-tenure-track faculty and graduate teaching assistants.	Score in the top quartile of peer group on the Collegiate Learning Assessment (CLA)	In 2008-09 CLA, CSU seniors performed higher than 82% of comparison institutions. After adjusting for entering academic ability, seniors performed higher than 71% of comparison institutions. <i>Source: CLA Summary Report</i>	Fall 2010- 100 new faculty Fall 2011 - 100 new faculty
Learning increases (critical thinking skills and disciplinary knowledge)	Improve and increase learning facilities.	Number and percentage of available "smart" classrooms	Plan to upgrade 150 classrooms in the next 18 months. 120 General Assignment smart classrooms now exist, in addition to smart classrooms specific to individual colleges. <i>Source: ACNS</i>	
Increased student engagement and satisfaction	Increase curricular and co-curricular experiential learning opportunities such as honors, study abroad, undergraduate research, academic internships and service learning projects	Increase numbers of students participating in experiential learning opportunities and continuous improvement in the mean score on National Survey of Student Engagement	In 2009-2010, 2,361 students participated in mentored undergraduate research and artistry at CSU—an increase of 18% from 2008-09. Target Honors enrollment is an additional 350 each year; 352 new students enrolled for fall 2010; total Honors enrollment is 1,293 for spring 2011. <i>Source: TILT/Honors</i> Continuing ongoing implementation of student success initiatives in universitywide retention plan and new	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
		(conducted every 2-3 years)	initiatives through TILT (The Institute for Learning and Teaching)—this year including addition of new academic support coordinators, more learning communities, and early grade feedback.	
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Post graduate success	Maintain a strong career center; increase relationships with local industries; increase internship and coop opportunities; prepare students for post-graduate professional exams.	Increase the percentage of graduated students who report at graduation that they are employed or in post-graduate educational programs from 53% to 67% by 2015; <i>Source: Alumni satisfaction surveys</i>	In FY10, 61% of CSU graduates indicated at graduation that they were employed or enrolled in a post-graduate educational program. This is down from 64.2% in FY09 because of a change in reporting to include total fall and spring graduation information. In past years the “placement rate” was based on May graduation information only. That change, in addition to economic issues, produced a lower placement rate. When the FY 10 May graduation information was analyzed in isolation, the rate was 64%. The Career Center offers several opportunities for students and employers. Spring Job Fair was held on February 2 and the number of employers attending the fair is increasing as the economy continues to strengthen. <i>Source: CSU Career Center</i>	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Reduce student-related debt load	Increase resources available for both need-based and merit-based financial aid to attract and retain students and increase overall access.	Average student debt load for graduates will remain below the average of peers and below the state-wide average for Colorado public colleges and universities	Current average student debt load is below peer average at \$19,864. <i>Source: Student Financial Services National average student loan debt is \$23,200 (2008). We will work to remain below the average debt-load of our peers, and will assess annually.</i>	
GOAL TWO: FINANCIAL SUSTAINABILITY				
Examine new and existing financial models to expand revenue sources and seek operational efficiencies	Implement effective tuition, fee and program charge models that maintain access, raise revenues, are equitable, and are sensible for the CSU Fort Collins' market.	1% annual increase in the amount of uncommitted central reserves	CSU increased its central reserve relating to the E&G funds from \$30.8M to \$31.7M, an increase of approximately 3% over FY 2010	Fall 2010 – Goal of \$425M in invested assets Fall 2011 - Goal of \$500M in invested assets
GOAL TWO: FINANCIAL SUSTAINABILITY				
Examine new and existing financial models to expand revenue sources and seek operational efficiencies		Expand FTE enrollment by an average increase of 2% per year through 2015	Applications for Fall 2011 continue to run significantly ahead of last year, with notable increases among all categories of diverse applicants. UG Res Enrollment: FA08: 17,137 FA09: 17,564	Fall 2010 – UG Enrollment 23,500 NR Enrollment 7,200 Index: 114.4 Fall 2011 – UG enrollment 25,000

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			FA10: 18,149 UG NonRes Enrollment: FA08: 3,692 FA09: 3,640 FA10: 3,804 Profile index (average) FA08: 113.2 FA09: 114.4 FA10: 114.1 <i>Source: EBK and Profile Report Division of</i> Continuing Education for-credit enrollment increased 17% from '09 to '10.	NR Enrollment 8,000 Index: 115
GOAL TWO: FINANCIAL SUSTAINABILITY				
Examine new and existing financial models to expand revenue sources and seek operational efficiencies	Utilize online instructional methodologies when appropriate, efficient and effective. Take further steps to implement a CSU Fort Collins efficiency plan currently under development involving	CCHE Undergraduate Cost Study ratio of Education and General Budget per FTE at average of peers	As part of a CSU System initiative, Fort Collins continues to work with CU on a shared services project with focus on IT, libraries, risk management, and procurement. Working closely with CSU-Pueblo to consolidate our risk management and insurance programs. Pursuing a number of operational flexibilities under SB3 related to procurement, travel management, contracting and other administrative functions.	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
	procurement, energy and utilities efficiencies, automation and integration of systems, centralization of services, and IT efficiencies.			
GOAL THREE: EXPAND STATEWIDE PRESENCE				
Increase the percentage of students who participate in higher education	Use CSU Extension to actively seek partnerships between CSU Fort Collins and counties, municipalities, schools, small business and other organizations, that will address identified education outreach and engagement needs of Coloradans.	Establish three regional engagement centers by 2015	First regional engagement center opened in Sterling July 2010.	
Increase the percentage of students who participate in higher education	Transform CSU Extension county and area offices into effective educational centers that represent the entire university while continuing to provide education programs in agriculture, natural resources, family, consumer and health		Ongoing. Reorganization of Extension leadership structure completed in spring 2010. Sterling Regional Engagement Center opened July 2010	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
	sciences and community and economic development.			
GOAL THREE: EXPAND STATEWIDE PRESENCE				
Increase the percentage of students who participate in higher education	CSU Extension programs will utilize a variety of methodologies to reach new and diverse audiences, including partnering with the Division of Continuing Education to provide on-line educational opportunities, expanding the reach of CSU and CSU Extension to new, underrepresented and diverse audiences.		Investing to grow on-campus offerings for distance education with the same admissions requirements and quality but in online and distance formats. From a base of 6,600 DCE students in fall 2010, the goal is to grow enrollments by 15% or more per year. Undergraduate goal is to grow from 100 distance students to over 1,000 by fall 2013. There are 4 undergraduate majors and 4 minors in the market with 7 more minors under development as well as 7 undergraduate certificates.	
Increase the proportion of students who choose to enroll in one or more of the CSU System institutions	Work through Academic Council, CCHE and DHE with all Colorado Community Colleges to have comprehensive 60 + 60 transfer guides in at least one concentration in all such disciplines.	1,600 new transfer students from Colorado community colleges by FY 2015	FY07: 707 FY08: 652 FY09: 669 <i>Source: CDHE Transfer Summary (includes all 2-year public institutions)</i> Working toward the completion of a 60+60 transfer guide for <u>every</u> bachelor's degree for which community	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			colleges offer the necessary coursework. (Guide will list courses students need for an AS or AA degree in a specific major to complete a designated bachelor's in 60 credits once transferred to CSU.) <i>Source: Office of the Provost</i>	
GOAL THREE: EXPAND STATEWIDE PRESENCE				
Increase the proportion of students who choose to enroll in one or more of the CSU System institutions	Participate in state-wide articulation agreements as appropriate.	Increase the number of 60+60 articulation agreements in which we participate by three each year through 2015	By 2015, CSU must be involved (by statute) in 15 statewide articulation agreements. We are on target to be involved with 10-11 by the end of this academic year. <i>Source: Office of the Provost</i>	
	Implement a transfer office in Denver Metro area to facilitate interaction with community colleges and students.		Have hired assistant director who is now on staff working directly with community college students in Metro Denver. She is based part-time out of the Denver Center and also works part time out of Community College of Denver. Similar arrangements are in process with additional schools.	
GOAL THREE: EXPAND STATEWIDE PRESENCE				
Increase the proportion of students who choose to enroll in one or more of the CSU System institutions	Increase both need-based and merit-based aid for new Colorado resident freshmen.	Amount of need- and merit-based aid for new Colorado resident freshmen. Increase budget for financial aid for new Colorado resident freshmen by 2% annually through 2015.	Launched "Commitment to Colorado" in June 2010 to promote financial aid availability to students at or below state's median income level. Continue increasing merit-based scholarship support through ongoing "Campaign for Colorado State University." Recent \$1 million Anschutz Family Foundation gift toward Campaign to fund scholarships for low-income Colorado students who demonstrate outstanding leadership, academic achievement and good character.	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			We are at \$388M of achieving our campaign goal of \$500 million.	
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO				
Targeted and measurable job creation, growth, and retention	<p>Review prior surveys and develop feasible strategies to improve satisfaction, value and alignment.</p> <hr/> <p>Promote workforce training and social program development efforts facilitated by a Director of Economic Development, leveraging distance education</p>	<p>Increase average score on the County Commissioner satisfaction survey scores from 68% to 78% by 2015</p>	<p>New County Commissioner satisfaction survey is complete. In FY 2011, the average score on the County Commissioner satisfaction survey is 76.2% down from 79.0% in FY 2010.</p> <hr/> <p>Office of Economic Development is partnering with Colorado Association of Manufacturing and Technology around the December announcement that CAMT will work with NASA to build an Aerospace and Clean Energy Manufacturing and Innovation Center in Colorado.</p>	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
	capabilities, and expanding collaboration across the colleges and enterprise units.			
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO				
Increase the number of applied research activities impacting the quality of life for Coloradans in specific areas of expertise	Increase private/public partnerships in research and development activities, including support for faculty, instrumentation, facilities, students, technology transfer and Supercluster mechanisms.	10% increase in expenditures annually on research support from public/private partnerships	<p>Annual research expenditures FY09: \$311.8 million. FY10: \$302.8 million</p> <p>Grant awards FY09: \$273.8 million FY10: \$285.6 million</p> <p>Released September 2010, nationally, Colorado State's research expenditures have placed the university in the top 3 percent of all universities without a medical school (15 out of 554) and in the top 10 percent of all research universities (62 out of 679). Source: National Science Foundation.</p>	<p>Fall 2010 – Research Expenditures \$425M</p> <p>Fall 2011 – Research Expenditures \$500M</p>

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
Increase the number of technology transfer and business incubator agreements	Maintain robust technology transfer activities to facilitate invention disclosures, patents, licenses, spinoff companies and royalty and other revenues.	Annual increase in patents, licenses, start-ups, and license agreements.	In FY 2010 (baseline data): 119 invention disclosures 6 new start-ups 41 license agreements 48 technologies licensed to industry 151 patent applications (15 issued)	Fall 2010 – Memberships in National Academy of Sciences: 8 Fall 2011 – Memberships in National Academy of Sciences: 10
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO				
Increase the pipeline of STEM (Science, Technology, Engineering, Math) students from K-12 into a CSU System institution, with a special emphasis on first-generation college students	Increase coordination of STEPP and admissions office and Access Center to attract first-generation students specifically to K-12 teaching careers.	5% increase annually through 2015 in the number and percentage of first-generation students at CSU and in the teacher licensure program	CSU produces the highest percentage of STEM teachers in Colorado, according to 2009 data. 2010 data has not yet been released.	

CSU System's Strategic Plan
February 15-16, 2011 – Campus Reports – CSU in Fort Collins

Strategic Plan Action Steps, Metrics and Status – 5 Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
Increase the pipeline of STEM (Science, Technology, Engineering, Math) students from K-12 into a CSU System institution, with a special emphasis on first-generation college students	Enhance teacher-training programs on and off campus especially in the areas of science, mathematics, engineering and technology areas.	At least average of Association of Public Land-grant Universities Science Math Technology Initiative metrics	Participating in Science and Mathematics Teacher Imperative, an initiative of the Association of Public and Land-Grant Universities to advance STEM teacher education nationwide. The College of Natural Sciences has launched its Education and Outreach Center serving both CSU and K-12 students and faculty through a wide variety of programs focused on increasing the quality, quantity, and diversity of students in STEM disciplines.	
	Invest in the capacity of the School of Teacher Education and Principal Preparation (STEPP) for appropriate teacher licensure curriculum.		Second year of STEPP implementation.	

CSU System's Strategic Plan
February 15-16, 2011 Campus Reports – CSU-Global Campus

Strategic Plan Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status
GOAL ONE: STUDENT SUCCESS AND SATISFACTION			
Increase retention rates and persistence to degree	Create processes for promoting student retention.	Attain 75% first-term to third-term retention.	Attained first-term to third-term retention of 74% for spring 2010.
	Implement a comprehensive program for intervention.	Retain 70% of students placed in the intervention program.	Early Watch process initiated by advisor task force. Full program implementation on track for Spring 2011.
Increase graduation rates	Improve and maintain student success processes to facilitate above-average industry graduation rates.	Achieve a graduation rate above the average for the CSU-Global peer group and an average rating of 3.0 out of 4.0 on the post graduation survey relating to professional advancement.	Initial graduation metrics and peer group developed June 2011. Fall 2010 graduates (as of 1-14-11): 126
Learning increases (critical thinking skills and disciplinary knowledge)	Ensure student academic success.	80% of students meet expectation on program learning outcomes and CSU-GC Learner Outcomes; create a baseline for the "ETS" Proficiency Profile data and show statistically significant growth in student cohort achievement data.	Fall 2010 assessment data is currently being analyzed. Spring 2010 data reflected 71% of CSU-GC learning outcomes were at the Meets Expectations level. First 50 ETS Proficiency Profile students recruited, final cohort of 100 complete in June.

CSU System's Strategic Plan
February 15-16, 2011 Campus Reports – CSU-Global Campus

Strategic Plan Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status
GOAL ONE: STUDENT SUCCESS AND SATISFACTION			
Increased student engagement and satisfaction	Develop a continuous improvement process for enhancing customer service.	Maintain ratings above the national comparison mean on the Noel-Levitz Priorities Survey for Online Learners on the Academic Services Scale.	Currently at the mean for the national comparison group, new data to be collected in January 2011. Student satisfaction is continually monitored through student surveys at the end of every term, and the 2x annual Noel Levitz survey and focus groups. Monthly meetings identify areas for improvement and the progress made on previous efforts
Post graduate success	Develop career-planning tools that promote student professional advancement by linking industry demand with degree knowledge and that support adult learners transitioning to new or higher-level workplace positions.	Increase graduate job opportunities with employer partners by 5%. Maintain ratings above the national comparison mean on the Noel-Levitz Priorities Survey for Online Learners for career services.	Initial data available in June 2011. An online career center that has tools and information specific to adult learners including tutorials, resume and cover letter review by qualified HR professionals. Partners also continued to provide internships and job opportunities specifically for CSU-Global learners that are posted in the Center.

CSU System's Strategic Plan
February 15-16, 2011 Campus Reports – CSU-Global Campus

Strategic Plan Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status
GOAL ONE: STUDENT SUCCESS AND SATISFACTION			
Post graduate success	Utilize strategic relationships with partners to offer employment opportunities to our students.	Achieve an average rating of 3.0 out of 4.0 on graduate and alumni survey items relating to professional advancement.	First alumni survey will be administered on March 1 to the 51 2009-2010 graduates.
Reduce student-related debt load	Define guidelines for maintaining realistic student loan debt to income ratios for all programs/careers and ensure that students fall within the guidelines.	Achieve an average student debt-to-income ratio below the average for peers.	Initial data available in June 2011. Working with CSU Financial Aid Dept. to establish new awarding guidelines to manage debt to income ratios. December 30 grads will be tracked for CSU-GC debt to U.S. Bureau Labor projected income based on degree awarded. Analysis in progress.
GOAL 2: FINANCIAL SUSTAINABILITY			
Examine new and existing financial models to expand revenue sources and seek operational efficiencies.	Strengthen the enrollment management model to sustain positive cash flow growth.	Achieve a minimum of 95% of enrollment projections for each session based on the Strategic Enrollment Plan; attain an 82% overall semester-to-semester retention rate.	Fall 2009 - Spring 2010: current semester-to-semester retention – 90%. Achieved 97% of the projected enrollment goal for Spring 11 A session.

CSU System's Strategic Plan
February 15-16, 2011 Campus Reports – CSU-Global Campus

Strategic Plan Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status
			Variable class sizes established to maximize revenue and ensure student-faculty satisfaction. Undergrad - FALL10-C = 23 Grad - FALL10-C = 14
	Create an innovative model for aligning instructional delivery costs with student learning outcome data.	Develop a ratio of student learning outcomes achievement to instructional delivery costs as a baseline for increasing student achievement relative to cost.	Initial data available in June 2011. We have been collecting student achievement data on learning outcomes and will have 12 months of it by January. We know that the cost of course development is \$6,000 per course.
GOAL 3: EXPAND STATEWIDE PRESENCE			
Increase the percentage of students who participate in higher education	Develop strategic relationships with business, government, and military partners to increase enrollment and bring about outreach for community benefit.	Ensure that a minimum of 60% of the student base forecasted in the February 2010 BOG report is derived from business, government, and military sectors.	Initial data available in June 2011. Partnership established with CSU-Pueblo on marketing activities for Military Enrollment Services. Business Development dept. is focused on the business sector. The Leadership and Business Management Advisory Council is

CSU System's Strategic Plan
February 15-16, 2011 Campus Reports – CSU-Global Campus

Strategic Plan Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status
			comprised of members from business and the military.
GOAL 3: EXPAND STATEWIDE PRESENCE			
Increase the percentage of students who participate in higher education	Maintain and enhance a process to attract Colorado students needing to complete an undergraduate degree.	Enroll 5% of Colorado students who have separated from a state 2- or 4-year institution after completing at least 75% of a course of study	86% of students are from Colorado; targeted CO community college marketing programs in place. Total new students enrolled in the Fall 2010 semester: 1,113 <ul style="list-style-type: none"> • 760 Undergraduate • 353 Graduate
	Maintain and enhance policies and processes that promote a diverse student body.	Increase enrollment of underrepresented students, including African Americans, Asian Americans, Latinos, and Native American/Pacific Islanders, to 25% from the Spring 2010 baseline of 20%.	A strategic plan has been developed to enhance faculty diversity and for the creation of a diversity initiatives committee to address student engagement & retention. Fall 2010 Ethnicity: 23.2% of students reported being non-white or multi-racial

CSU System's Strategic Plan
February 15-16, 2011 Campus Reports – CSU-Global Campus

Strategic Plan Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status
Increase the proportion of students who choose to enroll in one or more of the CSU System institutions	Develop processes and resources to ensure degree completion through effective transitions between community colleges and Global.	Establish approved A.A.S. articulation agreements with 50% of the Colorado community colleges; develop a baseline for annual transfer student count.	The Colorado Commitment includes the CSU-Global community college credit hour transfer policy. The Campus is involved in focused projects for enrollment with 4 CO community colleges while it continues to actively recruit and market to all of the CO community colleges.
GOAL 4: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO			
Targeted and measurable job creation, growth, and retention	Develop market-critical programs and specializations that are aligned to national and professional standards.	Ensure that 100% of new programs developed will have documented market need and that 100% of new programs will be linked to national or professional standards when applicable.	Completed on a program-by-program basis. Added Bachelor of Science Information Technology, meeting market demand for certified information technology specialists. Job growth of technology workers is projected to increase 30% over the next decade/31% in CO. In its first term, the BS in Information Technology program attracted 80 students generating over 400 credit hours.

CSU System's Strategic Plan
February 15-16, 2011 Campus Reports – CSU-Global Campus

Strategic Plan Action Steps, Metrics and Status			
Goals and Objectives	Actions	Metric	Status
<p>Increase the pipeline of STEM (Science, Technology, Engineering, Math) students from K-12 into a CSU System institution, with a special emphasis on first-generation college students</p>	<p>Develop partnerships with Colorado schools to support strategic staff development in areas of critical need, including English Language Learning, math and science education, and instructional technology.</p>	<p>Increase enrollment of K-12 educators in areas of critical need by 5%.</p>	<p>93+ K-12 teachers enrolled in cohort to support local school districts federally mandated requirement to improve Linguistically Diverse Education (30% increase from previous term).</p> <p>The M.S. in Teaching and Learning program has been modified to address the PK-12 teacher market.</p>
GOAL 4: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO			
<p>Increase the pipeline of STEM (Science, Technology, Engineering, Math) students from K-12 into a CSU System institution, with a special emphasis on first-generation college students</p>			<p>The new BS in Information Technology provides adult learners and first generation college students with an opportunity to develop skills in computer programming, database management, and networking.</p>

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Increase retention rates and persistence to degree	Build on the success of the First-Year Center. A First-Year Center provides advisors and all the services targeted to freshmen and retention.	Increase first-time, full-time freshmen retention by 2% each year	Fall 2009: 65.6% Fall 2010: 63.2% as of this date. We suspect that the economy has a great deal to do with the slight decline. We have started an extensive study to see what other factors may have played a role and which of those are within our control.	Fall 2010 – 67% retention Fall 2011 – 68% retention
	Develop and implement five residential academic communities by Fall 2012.	Residential communities will have year-to-year freshmen retention rates at least 5% higher than their non-community, residential freshmen peers	Fall 2010: Five communities established. As of Fall 2010 census, 150 students were enrolled in the “TRAC” program (Thunderwolf Residential Academic Community) for the first time, providing over 80% occupancy in 4 of the 5 floors. We have hired 6 peer-mentors to work with their faculty to create faculty-student interaction, programs and learning opportunities in TRACs. Secured a grant to develop future programs and curricula. Spring 2011: We are establishing a Steering Committee for further program development for these residential academic communities.	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			<p>Received faculty and departmental interest to implement two additional TRACs for the next academic year. Students with common course or major interests are placed together in the program. Success of the program will be tracked through Residential life and measured by retention and student satisfaction. Results from the first year will be reported to the board in Fall 2011.</p> <p>Academic Affairs and Student Affairs are collaborating to offer common classes (in the residence halls) for TRAC students in Spring 2011.</p>	
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Increase retention rates and persistence to degree	Continue to encourage and increase the number of freshmen living in university housing through housing programmatic outcomes and intervention.	Freshmen living in university housing will have year-to-year retention at least 5% higher than their non-resident freshmen peers by Fall 2012	Fall 2008 to Fall 2009 housing retention Residential: 74.4% Non-Residential: 57.8% Fall 2009 to Fall 2010 census housing retention Residential: 67% Non-Residential: 60% Fall 2010 freshman showed a 19% increase in on-campus housing occupancy	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
	Continue the development and promotion of the new General Education Tutoring Center to include on-demand tutoring for core courses and high enrollment specialized courses.	Increase student performance in general education courses as measured by the Critical Thinking Assessment Test (CAT) and the Measure of Academic Proficiency and Progress ; increase student satisfaction in general education courses as measured by National Survey of Student Engagement(NSSE)	<p>CAT administered in Fall 2009, CSU-Pueblo students scored (17 on a 40-point scale) close to the average for all students taking the CAT (17.5). CAT results shared with faculty in Spring 2010. Results used to plan the Year of Critical Thinking for 2010-2011. The first event occurred in August with two dozen faculty and staff in attendance. Events continue throughout the fall semester, including the November 12 professional development workshop for faculty featuring Bill Roberson, Director of the Institute for Teaching, Learning & Academic Leadership from the State University of New York at Albany. Over 80 faculty from CSU-Pueblo and Pueblo Community College attended. Events will resume in the spring 2010 semester.</p> <p>MAPP administered to entering freshmen August and September 2010; results pending. MAPP will be administered to graduating seniors in Spring 2011. Results will be shared with faculty in Fall 2011 and an action plan for improvement developed, as appropriate.</p> <p>The NSSE was administered in the spring 2010. Reports were received in September 2010 and have been widely distributed on campus. Working with the campus, the Assistant Provost will develop an action plan based on the results, as appropriate.</p>	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Increase retention rates and persistence to degree	Supplemental instruction for high-risk courses.	Decrease the failure/ withdrawal (DFW) rate in high-risk courses from 43.9% to 35%	Established baseline as Fall 2009: courses enrolling 20 or more students and having a DFW rate of 33% or higher: 150 sections met these criteria and had an average DFW rate of 43.9%.	
Increase graduation rates	Continue to promote four-year graduation incentive program to all entering freshmen, resident students.	Increase four- year graduation rate from 16% to 23%, five-year graduation rate from 23% to 30% and six-year graduation rate from 32% to 38%	<p>Cohort 2003</p> <p>4-year: 14%</p> <p>5-year: 25%</p> <p>6-year: 27% (includes all of the above)</p> <p>Preliminary figures for Cohort 2004</p> <p>4-year: 16%</p> <p>5-year: 27%</p> <p>6-year: 31% (includes all of the above)</p> <p>We received a grant from Excelencia in Education to recruit former students to return to school and complete their degrees. We are focusing on students who have completed 90 or more credit hours and left the university in good standing. A coordinator for the GAP (Graduation Achievement Plan) was hired in December and six GAP students are scheduled to re-enter CSU-Pueblo in the spring and several more are in the pipeline.</p>	<p>Fall 2010 –</p> <p>4-year: 22%</p> <p>5-year: 29%</p> <p>6-year: 37%</p> <p>Fall 2011 -</p> <p>4-year: 23%</p> <p>5-year: 30%</p> <p>6-year: 38%</p>

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
		Increase student FTE to 85% of headcount, increasing the percentage of all students who are full-time students	Fall 2009: 83.3% FTE/Headcount Fall 2010: 84.4% FTE/Headcount	
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Increase graduation rates	Encourage active engagement with academic advisors.	Increase student satisfaction with advising to above the national average as measured by the NSSE	The NSSE was administered in the spring 2010. Reports were received in September 2010 and have been widely distributed on campus. Working with the campus, the Assistant Provost will develop an action plan based on the results, as appropriate.	
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Learning increases (critical thinking skills and disciplinary knowledge)	Administer the CAT every two years to measure progress and coordinate with faculty to address identified areas of concern.	Achieve the national mean on the Critical Thinking Skills Assessment Test	CAT administered in Fall 2009, CSU-Pueblo students scored near the average for all students taking the CAT. CAT results shared with faculty in Spring 2010. Results used to plan the Year of Critical Thinking for 2010-2011.	
Learning increases (critical thinking skills and disciplinary knowledge)	Begin to administer the MAPP test to first year students in August 2010 and to seniors in April 2011. With the test results, address identified areas and progress with	Achieve an "as expected" performance level on the MAPP test by Spring 2011	MAPP administered to entering freshmen August 2010; results pending. MAPP will be administered to graduating seniors in Spring 2011. Results will be shared with faculty in Fall 2011 and an action plan for improvement developed, as appropriate.	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
	faculty.		<p>The General Education Board is initiating educational themes for general education classes as a way to integrate and improve learning and to introduce topical areas around which faculty will collaborate. Faculty are changing the way traditional general education courses have been traditionally taught from rote learning to analytical curriculum. An initial general education theme will be offered during for the 2011-2012 academic year.</p>	
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
<p>Increased student engagement and satisfaction</p>	<p>All student affairs programs will begin measuring and mapping student learning outcomes from out-of-class activities.</p>	<p>Increase the number of students participating in extra-curricular activities and campus events by 5%</p>	<p>Student Affairs has adopted strategic guiding statements (Mission/Values/Goals) and is in the process of developing assessment plans and outcomes (program and learning outcomes).</p> <p>We have established a new Residence Life programming model and developed a comprehensive Orientation program with 900 new students registered for Fall 2010. Our Distinguished Speaker Series is in its second year, and we are developing a shared governance committee to lead this program.</p>	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Post graduate success	Increase participation in relevant internships that give students valuable pre-employment experience.	Increase the number of students completing a practicum or internship from 77% to 80%	<p>These data establish a baseline moving forward: Data for FY 2009-10 shows that 306 students registered for internship and field experience credit through the University Career Center. This does not include students who are engaged in internships, field experiences, and other required off-campus experiences.</p> <p>We are developing more effective campus-wide tracking mechanisms so that we can better determine where more effort is needed.</p> <p>We will report progress at the end of FY11.</p> <p>We have received a Title V grant to increase minority participation in graduate education and will be contacting potential students from throughout southern Colorado. The grant is for \$2.9M over five years. Three full-time and two half-time positions will be dedicated to this project for the next five years. Preliminary data will be presented to the board in FY 2012.</p>	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
Post graduate success	Encourage students to pursue post-graduate education opportunities.	Increase graduate full-time employment or admission to a graduate/professional program by 10% by 2015	<p>These data establish a baseline moving forward: In the most recent survey of our graduates, 85% felt that they were prepared for employment by the major field of study, and 87% felt they were prepared for graduate or professional school.</p> <p>Of the graduating class of 2010, 23% were employed full-time, 33% part-time. Of those, roughly half were employed in fields directly related to their major. 12% of the respondents had been accepted to graduate or professional schools.</p>	
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Post graduate success	Increase on-campus recruiting by other graduate institutions.	Increase number of successful graduate recruiting activities on campus.	We have had only limited on-campus recruiting by graduate programs from other institutions (e.g., the CSU Occupational Therapy program and the student services doctoral program at UCCS). Over the next year we will invite non-competing graduate programs to our campus for career days and other activities.	
Reduce student-related debt load	Increase financial literacy counseling for all incoming students.	Offer financial literacy courses to help students better understand the ramifications of debt.	Our first financial literacy course will be offered Spring 2011. Students not making satisfactory academic progress and are in danger of losing financial aid will be required to take this course.	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL ONE: STUDENT SUCCESS AND SATISFACTION				
Reduce student-related debt load	Reduce the amount of student-related debt incurred by each student.	Reduce the percentage of students graduating with debt from 75% to the state-wide average for four-year colleges and universities, currently at 68.6%	<p>CSU-Pueblo's average debt-load was \$21,855 in 2008 and \$22,393 in 2009.</p> <p>The state's average student debt-load for undergraduate students is \$20,639.</p> <p>Average percentage of undergraduate students graduating with debt in Colorado is 64%.</p> <p>Students are being counseled about the ramifications of excessive debt both at the time they register and later in the term. Our banking partner, US Bank is also planning some activities for students who hold checking accounts at their bank. The financial literacy course mentioned above will also help this initiative.</p>	
		Decrease the debt load at a rate of 1% per year	The same response applies here. Once we have instituted the financial literacy course, we hope to have a positive impact on student debt.	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL TWO: FINANCIAL SUSTAINABILITY				
Examine new and existing financial models to expand revenue sources and seek operational efficiencies	Implement effective tuition and fee models that maintain access, raise revenues, are equitable, and are sensible for CSU-Pueblo's market.	Maintain a base undergraduate tuition rate that is the lowest of all other Colorado universities	Tuition rates for Colorado colleges and universities are reported to DHE on September 1 (CSU-Pueblo reported \$3,880) and a comparative state wide report is issued the following January at which point this metric can be measured.	
		Increase unrestricted reserves (adjusted for compensated absences) by 2% annually for 10 years with goal of achieving \$15M unrestricted reserves	The unaudited FY10 financial statements indicate the unrestricted reserves were \$13.7 million which is a 4% increase over the FY09 reserve balance. When adjusted for compensated absences, the unrestricted reserves increased 14% over the prior year to \$15.2 million.	
		Hold annual Education and General budget to no more than 85% of estimated enrollment growth, thereby building a reserve of unbudgeted tuition revenue	The FY11 E & G budget approved by the Board in June 2010 was based on estimated enrollment revenue growth of 5% based on indicators at the time. CSU-P anticipated enrollment growth of 3 to 4% more than that making the budget increases between 55% (at +4%) and 62% (at +3%) of the estimated enrollment growth. While actual HC and	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			FTE enrollment was less than anticipated, tuition revenue for Fall 2010 was 1.3% more than was budgeted for the semester because of the enrollment pattern.	
GOAL TWO: FINANCIAL SUSTAINABILITY				
Examine new and existing financial models to expand revenue sources and seek operational efficiencies		Annually budget an increase in non-mandatory Education and General expenditures of at least 25% of budgeted increase in Education and General revenues	The FY11 E & G budget submitted to the Board for approval in June 2010 included funding for non-mandatory E & G expenditures equal to 57% of the budgeted increase in E & G revenues.	
	Continue to be forceful and effective advocates for sufficient state funding levels.	Number of contacts with area legislators and other major opinion leaders	<p>We continue to have regular contact with area legislators and other opinion leaders in Pueblo. Unfortunately, two of our strong supporters in the legislature (Abel Tapia and Buffy McFayden) are term limited, but we have regular contact with their replacements in the legislature.</p> <p>We expect activity to increase as the CSU system legislative team develops its agenda and the start of the session nears.</p>	
GOAL TWO: FINANCIAL SUSTAINABILITY				

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
Examine new and existing financial models to expand revenue sources and seek operational efficiencies	Maintain Education and General (E&G) expenditures per FTE as reported in the CCHE Budget Data Book at or below the mean for all other Colorado universities.	Increase education and general reserves (adjusted for compensated absences) by 1% annually for five years with goal of achieving and maintaining a reserve equal to 1.5% of total Education and General budget	The preliminary unaudited FY10 financial statements indicate that the E & G unrestricted reserves (net assets adjusted for compensated absences and mandated roll-forwards) increased 61% over the prior year and is 5.7% of the FY11 E & G budget, primarily because of the deliberate creation of a contingency reserve to address future funding reductions.	
		CCHE undergraduate Cost Study ratio of Education & General budget per FTE at average of peers	The budget data books upon which this baseline data will be based are not submitted to DHE until late September; once those are made public, we will be able to calculate appropriate data.	
GOAL TWO: FINANCIAL SUSTAINABILITY				
Examine new and existing financial models to expand revenue sources and seek operational efficiencies	Utilize online and hybrid instructional methodologies to reduce instruction costs and demand for physical instructional space.	Increase to 10 such courses for Fall 2011 and 5 additional each year for the next 3 years	<p>We have signed an MOU with CSU-Global to develop general education courses to complement their programs; using the same platform, we will also offer on-line general education courses for CSU-Pueblo students.</p> <p>Additionally, the Hasan School of Business is offering two hybrid courses in Pueblo and Colorado Springs, and the Teacher Education Program is offering two hybrid and three on-line courses.</p>	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			This agreement will add 13 general education courses (35 credit hours) to CSU-Pueblo's overall offering, aiming for spring 2011 availability.	
GOAL TWO: FINANCIAL SUSTAINABILITY				
Examine new and existing financial models to expand revenue sources and seek operational efficiencies	Identify opportunities for cost efficiencies in providing infrastructure services, e.g. utilities.	Participation in shared services arrangements with CSU and CU campuses	As part of a CSU System initiative, we are working with the CU System and CSU Fort Collins on shared services in our libraries, information systems and learning management systems. This initiative has just started, but CSU and CSU-Pueblo have already begun sharing library catalogues and other data. We are also working with CSU Fort Collins Risk Management staff to assess the advisability of leaving the State Risk Management Program to join the Fort Collins program.	
	Seek increased grant opportunities by working in partnership with the Southern Colorado Higher Education Coalition.	Increase grant revenue received above FY09 level	In AY 2009-10, we received \$3M in grant funding; so far this year we have received over \$4M in grants for several different projects and have more applications pending.	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan: Action Steps , Metrics and Status – 5-Year Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL THREE: EXPAND STATEWIDE PRESENCE				
Increase the percentage of students who participate in higher education	Expand the University's recognition and influence beyond its current base in southern Colorado through increased partnerships and broadening the makeup of our student body.	Increase the number and percentage of students enrolling from areas of the state other than southern Colorado (without a corresponding decrease in the number of students from CSU Pueblo's immediate service area), keeping incoming new student population from counties outside of southern Colorado at more than 50% of the total of all new incoming freshmen	Established cooperative partnerships in Denver (Denver Scholarship Foundation) and in Colorado Springs (with high schools that enroll a larger population of military dependents). Also working very closely with other programs in the Denver metro area. Signed an MOU with Colorado Gear Up to enroll more of their students at CSU-Pueblo. <ul style="list-style-type: none"> • In-state students up 21% • In-state student enrollment outside of Southern Colorado up 22% • Out-of-state students up 14% • International students up 20% 	
		Increase enrollment to 5,500 headcount by Fall 2012	Fall 2009: 5051 Fall 2010: 5145	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan Action Steps and Metrics – Performance Contract – Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
GOAL THREE: EXPAND STATEWIDE PRESENCE				
<p>Increase the proportion of students who choose to enroll in one or more of the CSU System institutions</p>	<p>Maintain accurate and up-to-date transfer agreements with all Colorado community colleges for at least one concentration in all disciplines for which community colleges have the appropriate lower division coursework. Increase the number of transfer students from Colorado community colleges by 5%, with greater participation from community colleges located in the southern and eastern portion of Colorado.</p>	<p>Increase the number of transfer students from Colorado community colleges by 5%, with greater participation from community colleges located in the southern and eastern portion of Colorado</p>	<p>Pueblo Community College and Pikes Peak Community College continue to be our greatest feeder colleges. Lamar, Trinidad, and Otero remain active as well. Visit each Colorado CC at least three times per year, and have at least one event at each. Fall 2010 experienced a slight decline in transfer students, but we expect this to improve with the economy.</p> <p>We have received a Title V grant to increase minority participation in graduate education and will be contacting potential students from throughout southern Colorado.</p> <p>We are working with the 9 other institutions of higher education in southern Colorado (the</p>	

CSU System’s Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan Action Steps and Metrics – Performance Contract – Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			“Southern Colorado Higher Education Consortium”) to increase college attendance in our region. This initiative is still in the planning stages.	
GOAL THREE: EXPAND STATEWIDE PRESENCE				
Increase the proportion of students who choose to enroll in one or more of the CSU System institutions		Maintain accurate and up-to-date transfer agreements with all Pueblo County community colleges for at least one concentration in all disciplines for which community colleges have the appropriate lower division coursework	We have signed transfer agreements for every appropriate course and major at every community college in Colorado.	
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO				
Targeted and measurable job creation, growth, and retention	Work with Pueblo Education Consortium (PEC) to improve workforce readiness by increasing participation in relevant internships, encouraging promising	Increase 2012 graduates’ full-time employment or admission to a graduate/professional program by 5% by 2012 and 10% by 2015, using the 2010 Graduation Survey to	The 2010 graduation survey results showed that, by the time of graduation, 23% were employed full-time and 12% had been accepted to graduate/professional schools.	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan Action Steps and Metrics – Performance Contract – Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
	students to pursue post-graduate educational opportunities, and increasing on-campus recruiting by other graduate institutions.	establish a baseline		
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO				
Increase the pipeline of STEM (Science, Technology, Engineering, Math) students from K-12 into a CSU System institution, with a special emphasis on first-generation college students	Increase the accessibility and success for first generation students by working with the schools to improve the pipeline and through improving retention and persistence of those students once they have enrolled.	Enroll a percentage of first-generation entering freshman equal to or better than that of our peers	<p>We continue to recruit aggressively in Pueblo County where there is a large proportion of first-generation students. In addition, we are very active in Colorado Springs, especially with the high schools that have a large proportion of military dependents, many of whom are first generation. And, through partnerships in the Denver Metro area (Denver Scholarship Foundation, Gear Up, etc.), we reach a large number of first generation students.</p> <p>The College of Science and Mathematics and the College of Engineering, Education, and Professional Studies have very active programs recruiting and</p>	

CSU System's Strategic Plan
February 15 - 16, 2011 – Campus Report – CSU-Pueblo

Strategic Plan Action Steps and Metrics – Performance Contract – Stretch Goals				
Goals and Objectives	Actions	Metric	Status	Stretch Goals
			promoting STEM disciplines in the schools. We expect to see significant results from those efforts within the next two years.	
GOAL FOUR: OPPORTUNITIES FOR BUILDING A STRONGER FUTURE FOR COLORADO				
Increase the pipeline of STEM (Science, Technology, Engineering, Math) students from K-12 into a CSU System institution, with a special emphasis on first-generation college students		Maintain a first-generation freshman-to-sophomore retention rate equal to the overall student freshman-to-sophomore retention rate	We have just begun collecting data on first-generation students at orientation and registration for fall semester so we will have a reliable way of identifying such students and tracking their progress.	

Section

8

Presidents' Reports and
Campus Updates

**COLORADO STATE UNIVERSITY - PUEBLO
PRESIDENT'S REPORT**

I. ACADEMIC EXCELLENCE

A. Farrer Receives US Patent

For work begun while a post-doc and continuing through present, Dr. Richard Farrer, assistant professor of chemistry, in conjunction with two others, received a U.S. patent (#7,857,959, issued December 28, 2010) for "Methods of Fabricating Nanowires and Electrodes having Nanogaps." Dr. Richard Farrer's research focuses on methods for manipulating and creating very tiny structures at the nanometer and micrometer scale.

B. Barnett Co-Presents Mini-Course at Annual Joint Meetings in New Orleans

Dr. Janet Barnett, professor of mathematics, co-presented a mini-course "Learning Discrete Mathematics via Historical Projects" at the American Mathematical Society and Mathematics Association of America's annual joint meetings in New Orleans, January 6-9, 2011. This mini-course was aimed at introducing participants to curricular modules based entirely on primary historical source material which have been developed by an interdisciplinary team of mathematics and computer science faculty at New Mexico State University and CSU-Pueblo with support from the National Science Foundation. Dr. Barnett is the PI of the grant at CSU-Pueblo. The projects developed to date as well as the team's philosophy of teaching with historical sources can be found on the grant webpage: <http://www.cs.nmsu.edu/historical-projects>.

C. Ribadeneira and Picicci Present Workshop at National Convention in Boston

Dr. Alegria Ribadeneira, assistant professor of Spanish, and Dr. Chris Picicci, assistant professor of Italian, presented a workshop titled "Accurate Assessment: Understanding ACTFL Proficiency Levels and Degrees of Control" at the American Council for Teachers of Foreign Languages (ACTFL) national convention in Boston in November, 2010. The conference is recognized all around the world as one of the most important for those involved in Second Language Teaching and Acquisition. Less than half of the proposals submitted for this conference are accepted. The presentation included sample student work from the Spanish and Italian programs at CSU-Pueblo. The workshop helped attendees learn about how to accurately assess language proficiency at various levels.

D. Psychology Majors Present Research Results

In December, nineteen psychology majors presented the results of their empirically-based research on topics ranging from the effects of suggestion on hand steadiness to the effects of multi-tasking on memory recall. Ninety-nine people attended the presentations.

E. NAA Grant Awarded to Co-PI Gabaldon

A NASA grant was funded for “Effect of a probiotic diet on the aging skeletal system in mice,” awarded to Dr. Cynthia Blanton (PI, Idaho State University) and Dr. Annette Gabaldon (co-PI, CSU-Pueblo), assistant professor of biology.

F. Epps Publishes a Book Review to Appear in *Civil War History*

Kristen Epps, visiting assistant professor of history, published a book review on a collection of essays called *Lincoln Looks West: From the Mississippi to the Pacific*. The review essay will appear in the spring 2011 edition of the *Civil War History* journal.

G. Harris has Book Review Published by *H-Law*

Professor Matt Harris’s book review of *James Madison: Founding Father* was published by *H-Law* in January, 2011. His chapter on Andrew Jackson, co-written with CSU-Pueblo student Jason Jaumouville, will be published in a volume entitled *American Presidents: A Chronology*.

H. Montoya Publishes a Book Review

Professor Fawn Amber Montoya published a book review of *From Redstone to Ludlow* in the online Colorado Book Review.

I. Morales Publishes Essay in *The Colorado Poet*

Juan Morales' essay "The Andes and Rocky Mountains: A Reflection on Place and Poetics" was published in the Fall 2010 issue of *The Colorado Poet* (formerly E-Words, a newsletter from www.ColoradoPoetsCenter.org). In September, Professor Morales moderated and presented a panel titled "The Home Front: Civilian Poets Writing About War" at the 2010 War, Literature, & the Arts Conference at the United States Air Force Academy.

J. Assistant Professor Esker Publishes Journal Article

Assistant professor in the English Department, Dr. Doug Eskew, published an article titled, "Soldiers, Prisoners, Patrimony': King Lear and the Place of the Sovereign" in the journal, *Cahiers Élisabéthains* (issue 78, 2010). The article reinterprets elements of the

play through the prism of a the early modern political, material, and jurisdictional phenomenon known as the "verge," the 12-mile compass that surrounded the person of the king and which had become a contested site in the battle over sovereign authority in Shakespeare's England.

K. Souder Presents Literature Work at SAMLA Conference

In November 2010, Dr. Donna Souder presented at the South Atlantic Modern Language Association (SAMLA) conference in Atlanta, Georgia. She presented a portion of her work in the literature of the long-eighteenth-century, a critical bibliographic analysis of the work of Romantic poet Felicia Hemans. Dr. Souder served as the area secretary, and, beginning in 2011, she will begin her duties as the chair for the "Critical Bibliographic Studies" area of SAMLA.

L. Frank Issues Writing Projects

Dr. Katherine Frank published a composition textbook, *(Re) Actions: Affecting Change Through Inquiry-Based Writing*, in January 2011. The book is published by Fountainhead Press and focuses on using problem-based learning in the composition classroom.

Dr. Frank's co-authored article, "Recruitment, Retention, and Professional Development," was recently published in *The Department Chair* (Winter 2011). The article features the use of an enrollment management plan as a tool for recruitment, retention, and professional development at the department and program level.

Dr. Frank also authored and edited a collection of resources for the National Writing Project's *Digital Is* database titled, "Tis Mine and It Is Likewise Yours" (November 2010). The collection focuses on collaboration in the writing classroom and issues of authorship and ownership.

Finally, Dr. Frank presented the following papers at the National Writing Project's Annual Meeting and the National Council of Teachers of English Conference in Orlando, Florida in November, 2010:

- "Three Genres Teachers Should Know More About: Graphic Novels, Machinima, Fanfiction." The National Council of Teachers of English Annual Conference. Orlando, Florida, November 2010.
- "Developing and Responding to Teaching Demonstrations in the Invitational Summer Institute." The National Writing Project Annual Meeting. Orlando, Florida, November 2010.
- "Digital Literacies." The National Writing Project Annual Meeting. Orlando, Florida, November 2010.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Report Item

- “Using Site Profile Data for Strategic Planning and Inquiry.” The National Writing Project Annual Meeting. Orlando, Florida, November 2010.

M. Dr. Smith and Students Publish Work in *Brian Research*

Work conducted by Dr. Jeff Smith, assistant professor of biology, and CSU-Pueblo students in his lab resulted in a publication, *Uhernik, A.L., Tucker, C., and J.P. Smith (2011), “Control of MCT1 function in cerebrovascular endothelial cells by intracellular pH”*, in the journal *Brain Research*.

N. Student Chapter Hosts a Panel Discussion of Six Sigma

On November 12, the student chapter of the Institute of Industrial Engineering organized and hosted a panel discussion of Six Sigma. Panelists were:

- Charles A. Aguilar III, Six Sigma consultant with SSA & Company of New York,
- Peter J. Billington, Professor of Operations Management in the Hasan School of Business at CSU-Pueblo,
- Jane M. Fraser, Chair of the Department of Engineering at CSU-Pueblo,
- John Linck, Manager of Carbon R&D, Goodrich Corporation, Pueblo,
- Roy Molter, Chief Operating Officer, Atlas Pacific Engineering, Pueblo, and
- R.B. Wiley, Principal Investigator, Engineering Services Division, Transportation Technology Center, Inc. (TTCI).

The student organizers were: Bauyrjan Jyenis, Furkan Oztanriseven, Bhagaraj Panicker, Benjamin Schleich, and Andréa Scully, and their faculty advisor, Dr. Bedoya-Valencia.

O. Clarks Attend Training in Germany

November 18-24, Dr. Roger Clark and Ms. Laura Clark were invited to the K-Taping International Academy in Dortmund, Germany to train with Birgit Kumbrink, Physiotherapist. K-Taping is a holistic and non-pharmaceutical therapy used for a wide range of clinical conditions in the treatment areas of athletics, pediatrics, geriatrics, osteopaths, chiropractics, gynecology, and lymphatic therapy. After this training, Dr. Clark co-presented a K-Taping Workshop at the Utah Athletic Trainers’ Association’s Conference @ Weber University, Ogden, Utah on Dec. 3rd and taught a K-Taping Pro Course at Adrian University in Adrian, Michigan on Dec. 11 & 12th. He has developed a partnership with K-taping to assist in introducing K-Taping in US and teaching courses specifically to certified athletic trainers.

P. Chemistry Students Present Undergraduate Work

Three chemistry students presented their undergraduate work at the Colorado section of the American Chemical Society meeting held at the Briarhurst in Colorado Springs,

CSU-Pueblo – President’s Report

November 29, 2010. Timothy Wheeler presented “Isolation of cellulase from *Penicillium spinulosum* for commercial applications,” with student coauthors Michael Kochen and Ryan Anderson, and faculty coauthors Dr. Sandra Bonetti of chemistry and Dr. Dan Caprioglio of biology. Amanda Anaya presented “The future of crude glycerol: recycling the carbon in carbon dioxide,” with faculty coauthor Dr. David L. Dillon. And David Bemis presented “Investigation of laser-induced fabrication of free-standing, 3D metal microstructures,” with faculty coauthor Dr. Richard Farrer.

Q. History Major Wins DAR Award

Noelle Reed, a senior majoring in history, won the prestigious Daughters of the American Revolution Award in January, 2011. The DAR chapter praised her for her passion for history, love of learning, and civic commitment to the university and community.

II. STUDENT ACCESS AND SUPPORT

A. \$26,000 Funded to Conduct a Nutrient Study

\$26,000 was received in December 2010 to conduct a 2010 Pueblo Reservoir nutrient study for the Colorado Department of Public Health and Environment (CDPHE), and to monitor for zebra and quagga mussels in the Arkansas River below Pueblo Reservoir during 2010. Both projects were completed by November 2010.

B. Student Leadership Workshop

Over 100 emerging student leaders participated in the 2011 Student Leadership Experience, *Leadership: Rise to the Challenge*, January 12-14, 2011 in Winter Park, CO. The Student Leadership Experience was developed for CSU-Pueblo students to enhance their leadership skills and provide them with an experience that they can take with them after they graduate. The leadership experience is for advanced campus and community leaders as well as emerging leaders. CSU-Pueblo staff and faculty conducted the break-out sessions and group exercises.

C. Engineering Receives Grant for Simulation Software

Engineering faculty member Leonardo Bedoya-Valencia has been awarded a grant of Simio Academic Edition from Simio LLC worth \$118,800 to be installed on 60 institution computers to support teaching and research in simulation. According to Bedoya-Valencia, the software gives engineering students and faculty more capabilities in creating simulations that will help improve organizations, such as the simulation CSU-Pueblo engineering students did for Pueblo’s Parkview Medical Center in the fall 2010

semester. Their simulation model helped managers at Parkview identify improvements in the staffing of the Radiology Department.

D. Senior to Sophomore Grant Received

A \$30,000 grant from the Colorado Department of Higher Education to the Division of Continuing Education will align Senior to Sophomore (STS) courses in English with state general education requirements and the newly revised on-campus programs in composition and literature, thus providing a framework for other departments and dual enrollment college programs to emulate. The curriculum development grant, co-written by English Department Faculty Member Donna Souder and Continuing Education staff member Barb Borland, will ensure that students have 1) access to college-level textbooks, 2) funds available to pay for the opportunity to earn these college credits and buy the related and necessary course textbooks and materials – despite their potential rural or “at risk” status, and 3) professionally trained college-level instructors who understand the course-specific student learning outcomes, the mission of the programs in which they teach, and the potential benefits to students who are able to make use of this unique opportunity for concurrent and dual enrollment.

E. Zizza and Martinez Attend QEM Workshop for HSIs

Dr. Frank Zizza, mathematics, and Dr. Lee Anne Martinez from biology attended the Quality Education for Minorities (QEM) Workshop on the Integration of Mathematics into Lower Division Science Courses for Hispanic-serving Institutions, December 3-4 2010. As a result of this workshop, the two are developing a summer course, mathematical methods for the biological sciences, that they will co-teach.

III. DIVERSITY

A. HACU Scholarship Recipient

A CSU-Pueblo student was one of 181 students and the only student from Colorado to receive funding from more than \$270,000 distributed through the scholarship program of the Hispanic Association of Colleges and Universities. CSU-Pueblo sophomore Elizabeth Wilson was the only scholarship recipient of a HACU scholarship from a Colorado institution. A Pueblo East High graduate and the daughter of Tawney and Ken Wilson, Elizabeth is majoring in liberal studies with a math minor and an emphasis in special education. She wants to teach special needs children at the elementary level.

B. Girls and Women in Sports Day

CSU-Pueblo and Boys & Girls Clubs of Pueblo County will host a National Girls and Women in Sports Day at the CSU-Pueblo Recreation Center on January 28. Participants

also will attend the women's basketball game that evening versus New Mexico Highlands University. This event will recognize the achievements of girls and women in sports and to encourage all females of Pueblo to participate in sports and fitness activities. Attendees will have an opportunity to explore volleyball, soccer, softball, cheer/dance and healthy eating habits. The event is open to girls in the 8th grade and below. This event is one of more than 1,000 events taking place across the country and Congress has proclaimed National Girls and Women in Sports Day as a national day each year since 1987. It recognizes the progress of girls and women in sports and the benefits that sports and fitness activities can bring to the lives of all girls and women. The day is organized nationally by the American Association of University Women, Girls Scouts of the USA, Girls Incorporated, National Association for Girls and Women in Sport, National Women's Law Center, Women's Sports Foundation, and the YWCA of the U.S.A.

IV. IMAGE BUILDING

A. Beta Gamma Sigma Named Premier Chapter

The Board of Governors of Beta Gamma Sigma, the international honors organization for business students, has named CSU-Pueblo's chapter one of 121 Premier Chapters for 2009-10. To qualify, 85 percent of the CSU-Pueblo Beta Gamma Sigma (BGS) chapter's qualifying members at both the undergraduate and graduate level must accept the invitation to become lifetime members. As a Premier Chapter, CSU-Pueblo's BGS chapter qualifies to participate in and receive \$500 in the BGS matching funds scholarship program next year. The chapter also is eligible to nominate one of its own BGS chapter advisors to be considered in the 2011 Outstanding Chapter competition, which offers additional scholarship dollars. As a Premiere Chapter, CSU-Pueblo also may send one or two BGS student members to a Student Leadership Forum and may nominate someone for the 2011 Business Achievement or Medallion for Entrepreneurship Awards.

B. CASE VI Awards

The Admissions and External Affairs offices earned four awards – one gold, two silver, and a bronze -- from District VI of the Council for Advancement and Support of Education (CASE) as part of its 2011 annual conference in Kansas City, Mo., Jan. 9-11. CSU-Pueblo received a Gold Award in the Excellence in Advertising/Billboard Environmental category for the Transfer Student Campaign created along with Denver's Amelie Company to attract community college transfer students. The University earned a Silver Award in the Excellence in Advertising category for its Single Ad – Think About it, which features students who have had success on a national scale in order to highlight their accomplishments and to help prospective students realize the quality of our student population. CSU-Pueblo also earned a Silver Award in the Excellence in Multimedia –

Web Sub-site or Special Section for its I-Phone application, which was the first unique free iPhone application in Colorado among universities that wasn't the creation of a template from an outside vendor. It has strengthened the University's reputation as being on the leading edge of current technologies. Finally, the University earned a Bronze Award in the Excellence in Communications/Internal Audience Tabloid/Newsletter category for its ThunderWolves Howl, a weekly newsletter posted in campus restrooms which reaches students, employees, and visitors with announcements, events, and deadlines.

V. COMMUNITY ENGAGEMENT

A. Gabaldon and Smith on Radio Talk Show

Two faculty members have been invited guests for a radio talk show. Dr. Annette Gabaldon discussed aging-related research at CSU-Pueblo and Dr. Jeff Smith discussed his neurobiology research on the radio show hosted by Dave Ritterling at KCSJ 590 AM. Mr. Ritterling is the CEO of Visiting Home Care International, Inc.

B. Chi Conducts Orchestra in Prague

Dr. Jacob Chi, professor of music and conductor of the Pueblo Symphony, conducted the Hradec Krakove Philharmonic Orchestra in Smetana Hall, Prague in October, 2010.

C. Chemistry Students Perform Demonstrations for "Homework Hotline"

Two chemistry students, David Bemis and Crystal Samples, helped perform demonstrations that will be shown early this year on KTSC-TV public television station's program "Homework Hotline." This is the second time this academic year that students from chemistry have helped with demonstrations for the show and the producers of the show are excited to continue using chemistry demonstrations in future episodes of the program.

D. CSM and CEEPS Host Family Math and Science Nights

The College of Education, Engineering, and Professional Studies and College of Science and Mathematics, with funding from the Packard Foundation, assisted in two events targeting middle and elementary school students and their families in local school districts. Family Math and Science Nights were offered November 17 at Centennial High School and November 18 at Avondale Elementary School. There were approximately 50 students and their parents at the event at Centennial, and approximately 70+ and parents at Avondale. CSU-Pueblo's Medical Science Society worked with fellow students to develop activities. Student presenters included biology students Alexandra Loza, Chevaun Glover, Olga Ivasheva, Nicole Turner, and Anthony Montoya, who is the

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Report Item

Medical Science Society president. In addition, Dr. Helen Caprioglio and Dr. Carolyn Luscombe from biology, Dr. James Alsup from physics, physics student Tyler Bongers, and Dr. Rick Kreminski, dean of the College of Science and Mathematics, presented activities on at least one night.

E. Kreminski and CSU-Pueblo Students Present at Fowler Elementary School

On January 7, CSU-Pueblo students David Bemis, chemistry, and Tyler Bongers, chemistry/mathematics/physics, along with Dr. Rick Kreminski, presented an assembly at Fowler Elementary School to approximately 200 students in grades 3-8 on math and science, as the students prepared for their science fair.

F. Rees Presents on Ludlow Massacre

Professor Jonathan Rees gave talks to the Pueblo Historical Society and other venues about his recent book on the Ludlow Massacre, published by the University of Colorado Press.

G. Heedt-Moosman Theatre Works

Dorothy Heedt-Moosman, faculty sponsor of Thespians Anonymous drama club at CSU-Pueblo, continues her work in local and regional theatrical events. In September she participated in the planning and execution of the first annual *Pueblo P.U.L.P.*'s "Best of Pueblo Awards," which highlighted local businesses and featured eleven local bands.

H. Mills Participates in Beijing Youth Festival

Dr. Alan Mills, Director of Bands and assistant professor in music, traveled to China in November to participate as a guest clinician and conductor in a youth band festival in Beijing, China.

I. Ihm and Chamber Choir Perform at Inauguration

Dr. Dana Ihm and the CSU-Pueblo Chamber Choir were invited to perform for the Gubernatorial Inauguration in Denver, on January 11, 2011.

J. Sandoval Presents to Community

Dr. David Sandoval, professor of history, gave several presentations about "Defending the Empire" to elementary school children and at other venues in the community.

K. 33rd Annual Math Day on Campus

The Department of Mathematics hosted the Annual Math Day Swanson and Math Bowl competitions on Nov. 18. More than 200 students from the 23 schools from throughout Colorado participated in the Math Day activities. The Math Bowl Competition requires two three-person teams to go head-to-head in a 15-minute race for points. Each team alternately is given a mathematical question and has 25 seconds to respond. The team with the most points then goes to the next round. Winning teams proceed through the bracket to the final round. Student participants also were able to visit chemistry and biology laboratories and participate in demonstrations of properties of physics in the physics laboratories as well. The 2010 Math Bowl winner was Air Academy High School, coached by 1993 CSU-Pueblo graduate Barb Wilson, and Swink High School placed second. Semifinalists were Lewis-Palmer, Kim, and Palmer high schools.

L. CSU-Pueblo Hosts Southern Colorado Honor Orchestra and Choir

A total of 150 Southern Colorado high school musicians selected by high school music teachers from 22 high schools and the Colorado Springs Youth Symphony visited the CSU-Pueblo campus Nov. 19-21 for two and one half days of instruction by University faculty and guest clinicians as members of the fifth Annual Southern Colorado Honor Choir and Orchestra.

M. CSU-Pueblo and Space Foundation to Offer Seminar

Colorado State University-Pueblo's Office of Student Activities and the College of Engineering, Education, and Professional Studies and the Space Foundation in Colorado Springs offered a Space Exploration Seminar to campus and community members on Jan. 26. The seminar offered attendees a variety of workshops and a keynote address by Former NASA Astronaut, Dr. Ronald Sega, co-principal investigator of the Wake Shield Facility, which has flown on two Space Shuttle missions. Participants selected two sessions from among five offerings in the areas of nanotechnology, the Mars Colony, the NASA food lab, teaching space in the classroom, and an overview of what it takes for a space shuttle launch to be successful.

N. Spring Distinguished Speaker Series

The 2010-2011 Distinguished Speakers Series will return in February with a former WWE wrestler, the former Mayor of New Orleans, and participants in the famous Brown vs. Board of Education lawsuit. The series will conclude in March with the daughter of former presidential candidate and current Arizona Senator John McCain. All events are free and open to the public. For a complete schedule, visit <http://www.colostate-pueblo.edu/Communications/Media/PressReleases/2010/Pages/11-18-2010.aspx>.

VI. HUMAN, TECHNOLOGICAL & PHYSICAL RESOURCE MANAGEMENT

A. Hanks to Serve as Interim Dean of Hasan School of Business.

Based on strong recommendation from the Hasan School of Business faculty, Interim President Julio Leon appointed Dr. Sue Hanks as interim dean of HSB, effective Dec. 20. Leon noted that Hanks served as interim dean previously so already has earned the confidence of the faculty and the provost. She will lead the School until a permanent dean is appointed. A national search for the permanent dean will be initiated in the Fall of 2011, with preparations for the search to begin during the Spring semester.

B. Student Housing Village Earns More Recognition

CSU-Pueblo's new student housing village earned additional recognition in the Nov. 2010 issue of *ColoradoBiz* Magazine, earning second place honors in the Commercial category of the Colorado Sustainable Design Awards. *ColoradoBiz* partnered with the Colorado chapter of the American Institute of Architects, Urban Land Institute Colorado, and the U.S. Green Building Council Colorado to organize the statewide awards program. A panel of architects chose the winners in the second annual Colorado Sustainable Design Awards.

C. New Volleyball Coach

The CSU-Pueblo volleyball program will be led by a decorated alumna in 2011, as former CSU-Pueblo assistant coach Jen Gomez returns. Gomez, formerly Jen Salmans, was an assistant coach with the ThunderWolves from 2000 to 2004 after playing for the Pack from 1998 to 1999. She been the head coach at Oklahoma City University since 2006 where she took over an OCU volleyball program that had been dormant from 1981 to 2005. Gomez immediately turned the Stars into a winner, going 26-8 and making an NAIA regional tournament appearance. Over her five seasons at the helm of OCU, Gomez was 134-60, leading the Stars to the 2010 Sooner Athletic Conference title and the school's first ever NAIA Championships appearance. She has led the Stars to at least the NAIA regionals three of her five seasons at Oklahoma City, including four 20-win seasons and two 30-win seasons. She also coached the program's first ever All-American, Xiaoting Ma, who was named All-American three times and earned first-team honors in 2010. She brings to the post a total of 11 seasons of collegiate coaching experience. As a player at CSU-Pueblo, she was an All-RMAC selection, as well as the CSU-Pueblo (then-University of Southern Colorado) Female Athlete of the Year in 2000. Prior to CSU-Pueblo, she was an NJCAA All-American at Garden City Community College in Garden City, Kan.

Board of Governors of the
Colorado State University System
Meeting Date: February 16, 2011
Report Item

V. GRANTS RECEIVED

College of Humanities and Social Sciences

English

Sponsor:	National Writing Project via John D. and Catherine T. MacArthur Foundation
Principal Investigator:	Dr. Katherine Frank
Project Title:	National Writing Project (Supplement)
Award Dates:	10/1/10 – 6/30/11
Amount:	\$5,000

Academic Affairs

Continuing Education

Sponsor:	Colorado Commission on Higher Education
Principal Investigator:	Ms. Barbara Borland, Dr. James Malm
Project Title:	Senior to Sophomore English Curriculum Development
Award Dates:	1/1/11 – 7/1/12
Amount:	\$ 30,000

COLORADO STATE UNIVERSITY PRESIDENT'S REPORT

Board of Governors of the Colorado State University System
February 16, 2011

I. *TEACHING AND LEARNING: ASSURE EXCELLENCE IN ACADEMIC PROGRAMS*

A. Colorado State University among the "Best Values in Public Colleges 2011" Ranked by Kiplinger's

Colorado State University once again ranked among the 2011 “100 Best Values in Public Colleges” by Kiplinger’s. Kiplinger’s assesses more than 500 top public institutions and ranks based on a combination of academic quality and affordability.

B. Grant Supports Expanded Support for Students with Autism, Asperger’s, and Traumatic Brain Injury

A \$2.3 million grant from the U.S. Department of Education now gives more than 100 Colorado State University students who fall somewhere on the spectrum of autism and Asperger’s syndrome, or who have experienced traumatic brain injuries, an opportunity to learn to navigate academic and social situations with the help of fellow students. The grant from the U.S. Department of Education’s Office of Postsecondary Education was awarded to the university’s Center for Community Partnerships. The project, announced Jan. 6 and called Opportunities for Postsecondary Success, is funded through the grant for five years. Catherine Schelly, the principal investigator on the grant and director of the University’s Center for Community Partnerships, plans to establish it as a long-term service. The Opportunities for Postsecondary Success -- called OPS -- project will pair students with disabilities with student peer mentors who will help them navigate nearly any challenge that is holding them back from academic success. Student mentors often will be CSU graduate students seeking occupational therapy degrees.

C. CSU Launches Program Supporting Former Foster Care Students

An innovative new program at Colorado State University, announced Dec. 2, is addressing the needs and helping ensure the success of an often-unknown segment of the university community – former foster youth. Nationally, only 2 percent of former foster youth earn four-year degrees. The Fostering Success program at Colorado State assists the estimated 80 students on campus who have aged out of the foster care system and no longer have families to support them or homes to return to during university breaks. The program provides personalized life-skills workshops, care packages during finals week, and other services.

D. More Than 1,700 Students Honored at December Commencement Ceremonies

Colorado State University conferred degrees on fall 2010 graduates at commencement ceremonies Dec. 17 and 18. College ceremonies and ROTC commissionings recognized 1,392 undergraduates and 395 graduate students, of which 65 were doctoral students. Eleven students graduated summa cum laude, 34 magna cum laude, and 69 cum laude. Commencement ceremonies were webcast live as a service to out-of-state students and families.

II. TEACHING AND LEARNING: INTEGRATE ACADEMIC AND CO-CURRICULAR EXPERIENCES

A. CSU, Fort Collins, and Loveland Communities Celebrate MLK Day

The Colorado State University, Fort Collins and Loveland communities celebrated Martin Luther King Jr. Day with several events on Jan. 17. The theme of this year's celebration was "Educating the Heart and Mind." The day's events included the traditional one-mile community march from Old Town Square to CSU's Lory Student Center; a keynote address by guest speaker Irene Vernon, chair of Ethnic Studies at CSU; and a number of cultural and arts events targeted at community members and youth. Thousands of local residents and students participate in the events each year.

B. Citizen's Police Academy Hosted by CSU Police Department and Division of Student Affairs Begins Jan. 27

The Colorado State University Police Department and the Division of Student Affairs are once again hosting a "citizen's police academy" to help students, staff, and faculty understand the challenges, ethics, and expectations of campus law enforcement officers. The academy does not require previous knowledge of law enforcement or any special physical abilities and consists of 12 classes. Fifteen students and 10 faculty or staff members are admitted into the academy.

C. Colorado State University Fashion Group International Hosts Annual Winter Fashion Show

CSU design students put their classrooms skills to work during their annual winter fashion show Dec. 2, showcasing CSU student designs as well as a 'dress for less' portion where students have styled an outfit from recycled/reused clothes for under \$30. This year's fashion show also included a 48-hour student design competition. Students who participate in this competition have 48 hours to design and complete a garment for the show. All of the student designs were judged according to quality and style by faculty members in the Department of Design and Merchandising.

III. RESEARCH AND DISCOVERY: FOSTER EXCELLENCE IN RESEARCH, SCHOLARSHIP, AND CREATIVE ARTISTRY/FOCUS IN AREAS OF INSTITUTIONAL STRENGTH AND SOCIETAL NEED

A. Ritter to Head Colorado State University Policy Center for New Energy Economy

Colorado Gov. Bill Ritter has joined Colorado State University starting this spring to head a new national policy center focused on building the new energy economy. When his term as governor ended in January, Ritter became the director of the Center for the New Energy Economy and Senior Scholar within CSU's School of Global Environmental Sustainability, called SoGES. His official start date at CSU was Feb. 1. The Center for the New Energy Economy, including salaries, will be completely funded by private support, initially from the San Francisco-based Energy Foundation and the Fort Collins-based Bohemian Foundation. CSU is also in conversations with a number of other organizations interested in funding the center for the long-term. The creation of this center demonstrates CSU's commitment to jobs and a healthy economy for Colorado. As part of Ritter's new role, he'll work closely with CSU's rural economic development activities to advance statewide economic initiatives related to clean and renewable energy.

B. U.S. Secretary of Commerce Appoints Statistics Professor to National Committee

U.S. Secretary of Commerce Gary Locke on Jan. 13 appointed Jay Breidt, Colorado State University statistics professor and an authority on time series and survey sampling, to the Federal Economic Statistics Advisory Committee. Breidt will help coordinate efforts of three major agencies: The U.S. Census Bureau, the Bureau of Labor Statistics, and the Bureau of Economic Analysis. The committee is new under the U.S. Department of Commerce. Breidt previously served on the Federal Economic Statistics Advisory Committee from 2006-2009.

C. Chemistry Professor Named AAAS Fellow

Nancy Levinger, a University Distinguished Teaching Scholar in chemistry, on Jan. 18 was named a Fellow of the American Association for the Advancement of Science, a prestigious honor awarded to a select group of scientists across the country each year. Levinger was honored for pioneering research on the dynamics of liquids in confined environments and how those environments affect the chemistry, physics, and biology of liquid molecules. Levinger joined the faculty at Colorado State in 1992. She is also a Fellow of the American Physical Society.

D. Fellow of American Association for Aerosol Research, Meteorological Society

Atmospheric Science Professor Sonia Kreidenweis was named a Fellow of the American Association for Aerosol Research and a Fellow of the American Meteorological Society. Kreidenweis was one of only two scientists to be named an American Association for Aerosol Research Fellow in 2010. She joined CSU's Atmospheric Science department in 1991 to initiate and direct the Atmospheric Chemistry program. At Colorado State, she studies the nature and behavior of particulate matter in the atmosphere and its effects on climate and visibility.

IV. RESEARCH AND DISCOVERY: IMPROVE DISCOVERY CAPABILITIES

A. Colorado State University Team Receives \$1.5 Million NSF Grant to Study Climate Change Impacts on Mongolian Pastoralists

A team of researchers from Colorado State University's Warner College of Natural Resources received a \$1.5 million National Science Foundation grant to study the impact of climate change on rangeland-based ecosystems and livelihoods of pastoralists in Mongolia. The project focuses on the way Mongolian pastoral systems are impacted by climate change and how the development of local resource management institutions can aid communities in adapting to climate change.

B. CSU Receives \$627,000 in Stimulus Funding for High-Performance Computing

The National Science Foundation awarded Colorado State University \$627,326 in stimulus funds for a centralized high-performance computing system available to all university researchers. The new computer debuted Jan. 14. Hundreds of faculty and post-doctoral students and thousands of graduate and undergraduate students will benefit from the computer, which will enable modeling, simulation and analysis at levels previously not feasible with university computers. Receiving the grant were Patrick Burns, vice president for Information Technology, and H.J. Siegel, director of the universitywide Information Science and Technology Center (ISTeC). The ISTE C Cray computing system will support much larger and more complex problems in science and engineering, especially for data intensive applications; add greater physical fidelity to existing models; facilitate application of computing to new areas of research and discovery; and support training to attract new researchers to computational science, engineering and mathematics. A principal focus of the system will be data- and computing-intensive applications in NSF-funded research areas at CSU, such as the design of extreme ultraviolet lasers, weather forecasting, computational physics, climate change, atmospheric modeling, bioinformatics, network traffic analysis, robotics, computational electromagnetics, remote sensing, robust resource allocation and magnetic materials. The system also will be a focal point and catalyst for collaborations among multidisciplinary groups of researchers.

C. Colorado State Gets Funding to Improve National Precipitation Monitoring

The National Oceanic Atmospheric Administration awarded CoCoRaHS, the Community Collaborative Rain, Hail, and Snow Network out of CSU, funding to improve its volunteer precipitation-reporting network, made up of nearly 15,000 volunteers nationwide. In collaboration with Oregon State University and several NOAA institutions, Nolan Doesken, state climatologist and founder of CoCoRaHS, will lead the \$1.2 million, three-year grant from NOAA as part of its Environmental Literacy Grants program. Only 17 grants were issued nationwide.

D. CSU Receives \$1.5 Million to Track Preschool Nutrition and Physical Activity Program into Kindergarten and First Grade

Colorado State researchers received \$1.5 million from the U.S. Department of Agriculture's National Institute of Food and Agriculture to study whether preschoolers in a nutrition and physical activity program maintain positive behaviors as they get older and attend elementary school. Laura Bellows and Jennifer Anderson in the Department of Food Science and Human Nutrition, and Patti Davies in the Department of Occupational Therapy, earned the grant to help identify the behavioral factors that influence obesity.

E. Engineering Researcher Using Biology to Detect Tuberculosis

A Colorado State University scientist is engineering a molecular assembly that does the work of more complex medical devices to quickly and cheaply detect tuberculosis in the developing world. Nick Fisk, an assistant professor of chemical and biological engineering, received a \$100,000 grant from The Bill & Melinda Gates Foundation for research to explore bold and largely unproven ways to improve global health. Fisk is modifying a bacterial virus particle to interact with disease molecules and identify active tuberculosis infections in the absence of expensive equipment or medical facilities. Fisk received one of 78 grants earlier this year as part of the fourth round of funding from Grand Challenges Explorations, an initiative of the Gates Foundation to help lower the barriers for testing innovative ideas in global health.

V. SERVICE AND OUTREACH: PREPARE AND EMPOWER LEARNERS OUTSIDE THE CAMPUS ENVIRONMENT

A. CSU Students Host Ag Adventure Exhibit at National Western Stock Show

A Colorado State University student-run program that introduces all aspects of agriculture to elementary-aged children returned this year to the National Western Stock Show in Denver. The Ag Adventure exhibit includes hands-on, interactive displays from a variety of commodity groups and trade organizations. Collaboration on the exhibit includes the Colorado Department of Agriculture, Colorado Farm Bureau and commodity groups representing beef, dairy, eggs, potatoes, corn, wheat, and honey producers. Ag Adventure teaches school groups and other visitors about livestock production, crop production, animal husbandry, land stewardship and the "farm-to-plate" process through a series of hands-on activities. The idea behind the exhibit is an outgrowth of an annual event that the CSU College of Agricultural Sciences participates with the Poudre School District in Fort Collins. Each fall, Poudre School District third-graders tour CSU's Agricultural Research, Development and Education Center located just north of Fort Collins. The Ag Adventure exhibit at the National Western Stock Show involves about 20,000 school-aged children from around the Denver metro area, and in all, about 70,000 people visited the exhibit. The Ag Adventure exhibit was open daily during the 2011 National Western Stock Show on the third floor of the Hall of Education, across from the Colorado State University booth.

B. Colorado State Reaching Former Students as Part of "Complete College Colorado"

As part of an ongoing effort to reconnect with students who left the university without graduating, Colorado State University reached out this fall to about 400 former students who have completed 90 credits or more and are very close to completing their bachelor's degrees. The special effort was part of former Gov. Bill Ritter's monthlong campaign, "Complete College Colorado," which aimed to highlight the state's commitment to providing access and affordability to a quality education and to recognize the economic benefits of a college degree. CSU has a number of ongoing programs and activities that also promote and encourage degree completion.

VI. *SERVICE AND OUTREACH: ENGAGE CITIZENS THROUGH COMMUNITY INVOLVEMENT*

A. *USDA Announces Availability of CSU-Developed Tool to Estimate Farm-level Greenhouse Gas Emissions*

U.S. Department of Agriculture's Natural Resources Conservation Service Chief Dave White on Dec. 15 announced the release of an enhanced and expanded online tool developed in collaboration with Colorado State University that helps producers estimate carbon sequestration and greenhouse gas emissions associated with a variety of on-farm management practices. The tool, officially known as COMET-VR 2.0, is housed on the CSU Web site at <http://www.comet2.colostate.edu>. The tool is easy to use and connected to state-of-the-art models that help farmers and ranchers evaluate on-farm greenhouse gas emissions and sequestration options.

B. *CSU, Applegate Group Collaborate to Investigate Hydropower in Irrigation Canals*

Three million acres of irrigated land in Colorado could be an untapped source of hydropower and a revenue source for irrigation companies. A Colorado State University engineering professor is collaborating with an engineering firm, Applegate Group Inc., to review the potential power that could be generated by "low-head" turbines in irrigation canals. Lindsay George, water resource engineer in the Glenwood Springs offices of Applegate, and Dan Zimmerle, a research scientist and adjunct mechanical engineering professor at Colorado State, received a \$50,000 grant in 2010 from the Colorado Department of Agriculture to study canals in Colorado. The grant is part of the Advancing Colorado's Renewable Energy (ACRE) Program to promote energy-related projects beneficial to Colorado's agriculture industry.

VII. *RESOURCES AND SUPPORT: EXPAND FUNDRAISING AND MARKETING*

A. *Colorado State University Recognizes Randy Blach as Livestock Leader*

Randy Blach, a longtime supporter of Colorado State University, was honored as the 2011 Livestock Leader of the Year Jan. 15, during Colorado State University Day at the National Western Stock Show in Denver. The person or people selected each year for the Livestock Leader award are dedicated to the livestock industry, have demonstrated leadership and furthered

their field. Blach is CEO of CattleFAX, an organization focused on helping member cattle producers make more profitable marketing and management decisions. Blach was raised on his family's ranch in Yuma, Colo., and graduated from Colorado State University with a degree in animal science. He received the Honor Alumni award from the College of Agricultural Sciences in 2004. He and his family live in Centennial, Colo.

B. Marching Band Performs in 9News Parade of Lights

The Colorado State University Marching Band performed in the 36th annual 9News Parade of Lights Dec. 3. U.S. Bank sponsored the 260-member band's performance in the holiday parade. The CSU Marching Band's signature trombone suicide performance in front of the City and County Building grandstands kicked off the parade. From there, the entire band - along with CAM the Ram, performed in the annual parade through downtown Denver. An estimated 700,000 viewers watched the parade live or on television.

C. Report on Private Support

	December 2010		FY11 (July - December)		FY10 (July - December)	
	Amount	Count	Amount	Count	Amount	Count
Contributions	\$17,869,160	5,798	\$35,069,598	15,992	\$21,581,216	16,840
Irrevocable Planned Gifts	-	-	\$44,831	2	\$46,595	1
Revocable Gifts and Conditional Pledges	\$668,000	2	\$9,629,502	29	\$1,352,166	6
Payments to Commitments Prior to Period	(\$1,476,996)	971	(\$4,442,804)	710	(\$3,913,768)	523
Total Philanthropic Support	\$17,060,164	4,905	\$40,301,127	15,410	\$19,066,209	16,444
Private Research	\$774,887	11	\$6,746,483	76	\$9,379,703	75
Net Private Support	\$17,835,051	4,916	\$47,047,610	15,476	\$28,445,912	16,513

Major Gifts – (\$100,000 +) Not Previously Reported

The Hadley and Marion Stuart Foundation

\$2,000,000 pledge to support the *Stephen J. Withrow Presidential Chair in Oncology*, College of Veterinary Medicine and Biomedical Sciences.

Mr. Robert L. Stollar and Mrs. Janne M. Stollar

\$1,500,000 revocable commitment to support the *Stollar Chair in Hydrogeology/Water Resources*, Warner College of Natural Resources.

W.M. Keck Foundation

Board of Governors of the
Colorado State University System
Meeting date: February 16, 2011

\$1,000,000 gift to support *Ultra-Sensitive Raman Microscopy for Unmasking Cellular Communications*, College of Engineering.

Mr. Alan R. Porter

\$1,000,000 revocable commitment to support the *Athletic Discretionary Fund*, Department of Athletics.

Albert Schaffer, D.V.M.

\$568,000 revocable commitment to support *CVMBBS Greatest Need*, College of Veterinary Medicine and Biomedical Sciences.

Mr. Robert G. Sturtevant and Mrs. Nancy A. Sturtevant

\$300,000 revocable commitment designated as \$200,000 to support *Sturtevant International Programs*, Office of the President, and \$100,000 to support the *Bob and Nancy Sturtevant Scholarship*, Warner College of Natural Resources.

Gates Family Foundation

\$250,000 gift to support the *COE – Gates Family Foundation Fund for Engineering II*, College of Engineering.

James M. Cox, Jr. Foundation

\$250,000 gift to support *Cox Equine Orthopaedic Advances*, College of Veterinary Medicine and Biomedical Sciences.

Judson M. Harper, Ph.D. and Mrs. Patricia A. Harper

\$219,681 gift to support the *Judson M. and Patricia A. Harper Chair in Chemical and Biological Engineering*, College of Engineering.

Joseph K. Berry, Ph.D. and Joyce K. Berry, Ph.D.

\$200,000 revocable commitment designated as \$100,000 to support the *Warner College of Natural Resources Enrichment Fund*, and \$100,000 to support the *Joe and Joyce Berry Memorial Scholarship*, Warner College of Natural Resources.

Dr. Len H. Carpenter and Mrs. Janice A. Carpenter

\$200,000 revocable commitment to support *Athletic Scholarships*, Department of Athletics.

Dr. Richard W. Holland

\$161,261 gift in kind to support the *C.P. Gillette Museum of Arthropod Diversity*, College of Agricultural Sciences.

Mr. James H. Herbert, II and Mrs. Cecilia H. Herbert

\$100,000 gift to support the *College of Business*.

Mrs. Roxane L. Rogers

Board of Governors of the
Colorado State University System
Meeting date: February 16, 2011

\$100,000 revocable commitment to support the *Roxane L. Rogers Discretionary Fund for the Center for Collaborative Conservation*, Warner College of Natural Resources.

Mr. Mark W. Stack

\$100,000 revocable commitment to support the *Yellow Jacket Endowed Scholarship*, College of Agricultural Sciences.

Anonymous Donor

An anonymous gift to support *Restoration Ecology*, Warner College of Natural Resources.

VIII. RESOURCES AND SUPPORT: NURTURING HUMAN CAPITAL

A. Professor Named Dean of College of Natural Sciences

Janice Nerger was named dean of Colorado State University's College of Natural Sciences, where she started her career as a psychology professor 20 years ago. Provost Rick Miranda announced the appointment Dec. 3. Nerger served as interim dean since 2009. Nerger came to CSU as an assistant professor in the Department of Psychology in 1989 after two years as a post-doctoral research fellow at NASA Ames Research Center and SRI International. She served as associate dean for six years during Miranda's tenure as dean, and during her tenure as interim dean, external research expenditures in the college rose 13 percent and indirect cost returns increased 11 percent. Nerger received her doctorate in Experimental Psychology from the University of California-San Diego in 1988. Her research is aimed at identifying neural mechanisms underlying human color perception.

B. Atmospheric Scientist Christian Kummerow Named Director of Colorado State University Cooperative Institute for Research in the Atmosphere

Christian Kummerow, a professor in the Department of Atmospheric Science since 2000, has been named director of the Colorado State University Cooperative Institute for Research in the Atmosphere. CIRA is a center for international cooperation that was established in 1980 to increase the effectiveness of atmospheric research between Colorado State and the National Oceanic and Atmospheric Administration. Prior to joining Colorado State, Kummerow worked at NASA's Goddard Space Flight Center, where he served as the project scientist for the Tropical Rainfall Measuring Mission and the Global Precipitation Mission.

IX. RESOURCES AND SUPPORT: GUARANTEE FINANCIAL STABILITY

A. Colorado State Forest Service Releases Report on American Recovery and Reinvestment Act Grant Impacts

Colorado State Forest Service American Recovery and Reinvestment Act grants positively impacted the lives of 341 Coloradans in 2010, according to a report released Dec. 8. The jobs created or retained as a result of ARRA funding span the forested part of Colorado from Fort Collins to Dolores. In 2009, the CSFS successfully competed for a Community Wildfire

Protection Plan and Development Grant and a High-Priority Forest Restoration and Fuels Mitigation Grant through the U.S. Forest Service totaling \$10.7 million. In November 2009, the CSFS awarded funds to 16 sub-recipients who applied for funds through a competitive grant process. Ten sub-recipients used ARRA funds to address forest-health issues on private, municipal or state land. As a result, 2,787 acres of hazardous fuels and overcrowded vegetation were treated in Colorado. Another four sub-recipients make products out of local wood. The remaining two sub-recipients are developing or updating Community Wildfire Protection Plans; two plans were completed in 2010 and 15 are scheduled for completion in 2011. ARRA grant projects will be completed in September 2011, and the CSFS expects to generate additional jobs while addressing important forest-health issues in the upcoming year. The ARRA funds have been a boost to struggling businesses and have allowed local governments with reduced budgets the opportunity to move forward with high-priority projects. The positive benefits to Colorado's forests, wildlife and rural and urban communities are already evident and will continue well into the future. For additional information about the Colorado State Forest Service, the ARRA grants and sub-recipient projects, visit <http://csfs.colostate.edu/>. The Colorado State Forest Service is a division of Colorado State University's Warner College of Natural Resources.

MATTERS FOR ACTION:

Degree Program Name Change: B.S. Degree Program in Restaurant and Resort Management, Department of Food Science and Human Nutrition - College of Applied Human Sciences

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Applied Human Sciences, Department of Food Science and Human, to rename the B.S. Degree Program in Restaurant and Resort Management to Hospitality Management. If approved, this degree program name change will be effective Fall Semester 2011.

EXPLANATION:

Presented by Tony Frank, President.

The Department of Food Science and Human Nutrition are requesting to change the name of the major (B.S. degree) in Restaurant and Resort Management to a B.S. degree in Hospitality Management. This change in name will bring the degree program name in line with similar programs at Colorado State University's peer institutions. The new degree program name will also reflect its wider career options for graduates. In addition, the degree program will be more easily found by students' electronic searches to find the major at Colorado State University.

MATTERS FOR ACTION:

Drop Degree Program: Master of Arts for Teachers in Mathematics (M.A.T.)
Degree Program, Department of Mathematics - College of Natural Sciences

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Natural Sciences, Department of Mathematics, to drop the Master of Arts for Teachers in Mathematics (M.A.T.) Degree Program. If approved, this degree program drop will be effective Summer Session 2011.

EXPLANATION:

Presented by Tony Frank, President.

According to the Department of Mathematics, this is not an active degree program. There have been no students who have matriculated in this degree program for several years and the Department of Mathematics does not intend to accept students into this program. Therefore, the degree program needs to be dropped.



Student Success and Satisfaction

- The January 2011 session had record enrollment of both new and active students; CSU-Global Campus now has over 3000 enrolled students.
- The Noel-Levitz independent student satisfaction survey was issued in January to all active students. Results of the survey are expected in February.
- Two new instructor training courses have been launched to provide CSU-Global Campus instructors with advanced technology training, and additional insight into the needs of its nontraditional adult learners.
- New industry advisory councils have been formed to provide input into practical application of course work in the new degree programs approved by the CSU System Board of Governors.
- The Campus is now meeting regularly with technology staff from Blackboard Inc. to provide input and feedback to Blackboard's technology roadmap to better meet CSU-Global student, and instructor needs, and federal government regulations.

Financial Stability

- Revenue for the January 2011 term totaled \$3.38 million. Total revenue to-date is at \$10.23 million.
- The cash on-hand balances continue to grow and the Campus has approximately 3x its overhead costs on-hand.

Expand Statewide Presence

- CSU-Global Campus has launched its new Military Outreach and Benefits department to market to and serve active military and veterans. The department is intended to be a 'one-stop shop' for military and veterans members and their dependents. The Campus will continue its joint venture with CSU-Pueblo to ensure military base marketing coverage and the compliance of military/veteran aid documentation. Additionally, Pikes Peak Community College now features CSU-Global Campus on its military website with links and information for degree completion. CSU-Global Campus currently has 246 active military and veteran students.
- Enrollment of Colorado Community College students into CSU-Global Campus is at approximately 30%.

Opportunities for Building a Stronger Future for Colorado

- CSU-Global Campus' active student body now comprises 23.2% underserved minorities.
- As part of its employee development plan, management and supervisory levels of CSU-Global staff have now all undergone formal management training held by Mountain States Employers Council.
- The first alumni survey has been issued to determine if CSU-Global Campus students are thriving professionally since their graduation, the extent of their professional success, and their perspective on the value of their education as it relates to their personal and professional goals. Qualitative and quantitative data will be summarized for the Board.

Stretch Goal: Strengthen student success and advancement

Strategic Initiative: Maintain and enhance policies and processes that promote a diverse student body

MATTERS FOR ACTION:

Approval of the Colorado State University (CSU)-Global Campus definition of “nontraditional students”

RECOMMENDED ACTION:

Moved, that the Board of Governors approve the request from CSU-Global Campus to adopt the definition of “nontraditional students” expanded beyond what is currently found in its CSU-Global Campus Vision Statement established August 24, 2007. The new definition shall be as follows:

CSU-Global Campus defines its nontraditional learners as those that have some post secondary college-level credit and are over the age of 18; have currently or historically worked full-time; are considered financially independent as determined by financial aid eligibility; and who may also be considered as part of an underrepresented population including African Americans, Asian Americans, Latinos, Native Americans, Pacific Islanders, and first-generation college students.

EXPLANATION:

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

CSU-Global Campus’ Vision Statement reads, “CSU-Global Campus is the premier provider of innovative, higher learning opportunities for nontraditional students in Colorado and beyond.” The National Center for Education Statistics (NCES) defines a nontraditional learner as one that does not enter postsecondary education in the same calendar year that he or she finished high school; attends school part-time for at least part of the academic year; works full-time (more than 35 hours per week) while enrolled; is considered financially independent for determining eligibility for financial aid; has dependents other than a spouse; or is a single parent.

As part of its diversity initiative in alignment with the CSUS Values which include, “An appreciation for diversity and inclusiveness,” CSU-Global Campus requests the Board of Governors to approve its proposed expanded definition of nontraditional students:

Approved _____ Denied _____

Bonifacio A. Cosyleon, Board Secretary

Date

Section

9

Committee Reports

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Section

10

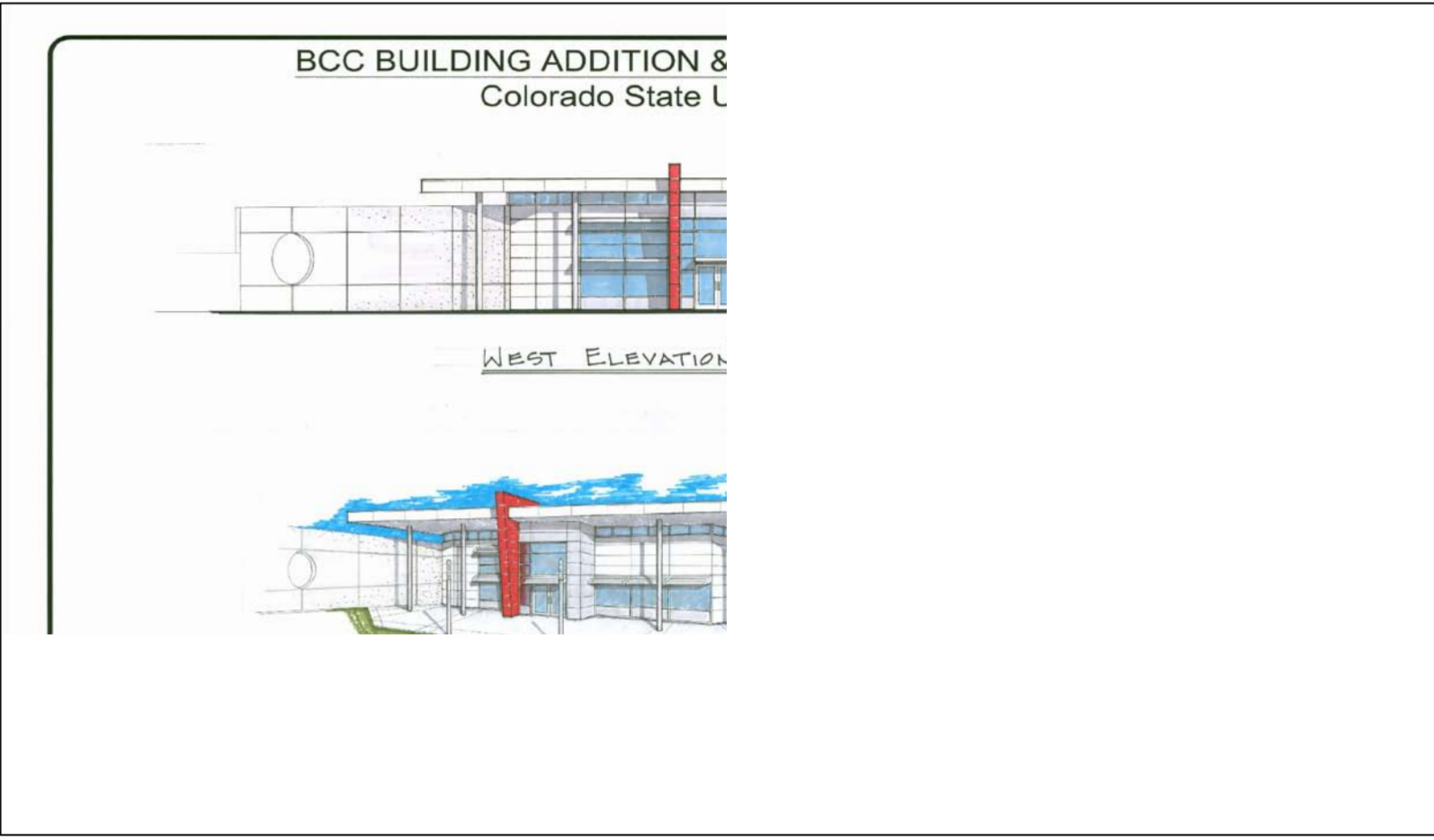
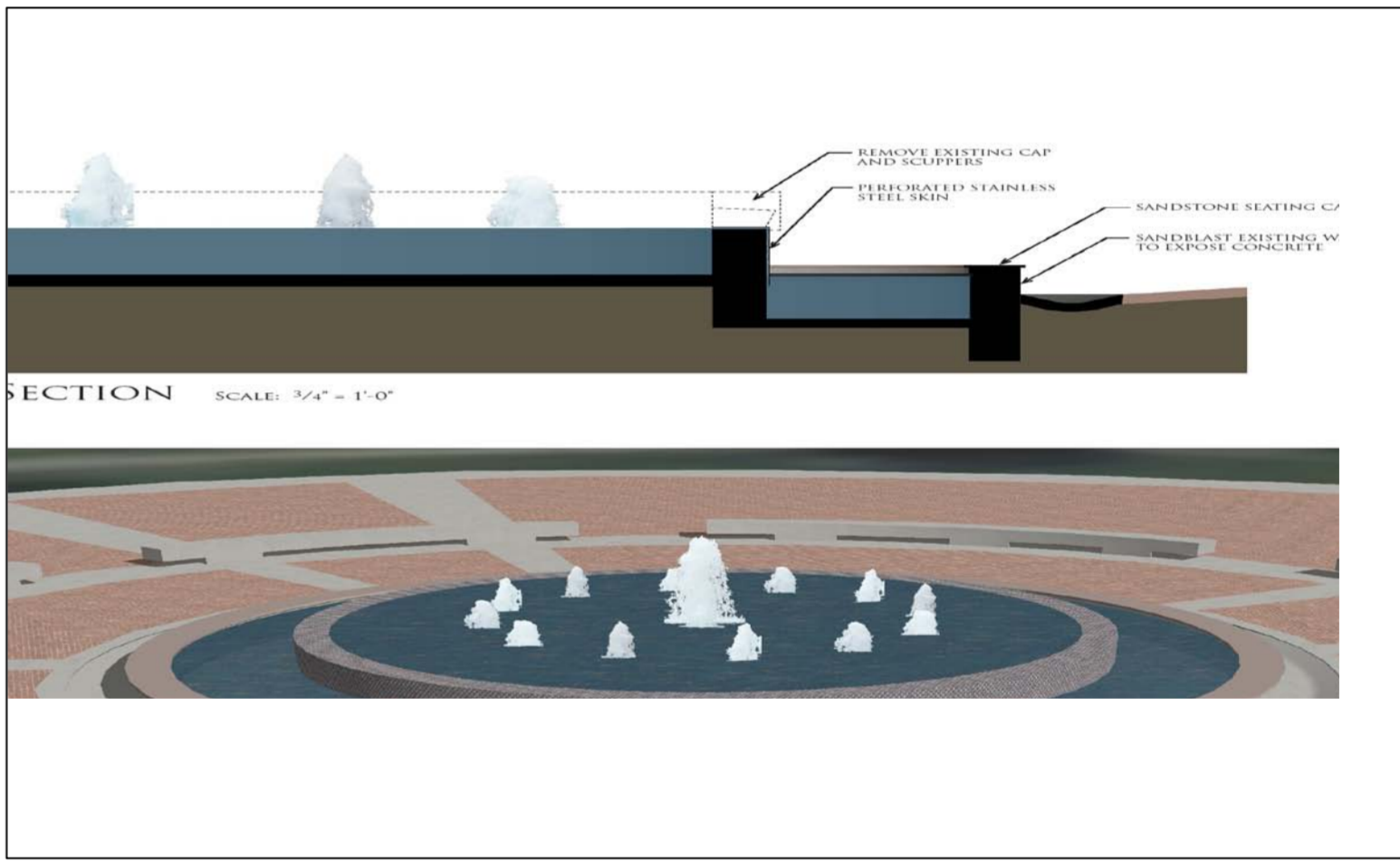
Institutional Discussion Items



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**COLORADO STATE UNIVERSITY - PUEBLO
CONSTRUCTION PROJECT STATUS REPORT**


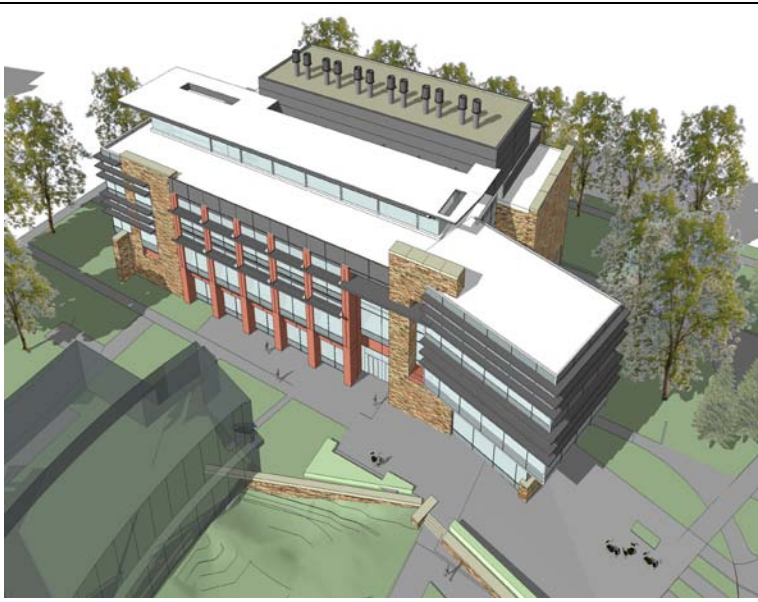
Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 01/26/2011	Description
New Student Housing Crestone Hall	\$15.7M Debt repaid with Housing Room Rental Revenue	07/08	08/09	100% completed, on schedule, and approximately \$300,000 under budget	
New Student Housing, Culebra and Greenhorn Halls	\$35.0M Debt repaid with Housing Room Rental Revenue	4/09	Aug. 1, 2010	100% completed, on schedule, and approximately \$1,500,000 under budget	
Academic Resources Center	\$24.8M \$2.8M in COPs to be repaid by University; \$22.0M in COPs to be repaid by State	09/09	Mar-11	Approximately 85% complete as of 01/15/10; on schedule for Spring 2011 completion and currently within construction budget.	
Corridor Extension @ Student Recreation Center	\$766,260 Student Rec. Ctr. Fee	03/2011	07/2011	Failed Bid 01/07/2011. Value Engineering and scope reconciliation with current budget completed. Re-bid scheduled for 02/2011.	 <p align="center">PROPOSED ENLARGED EAST ELEVATION SCALE: 1/8" = 1'-0"</p> <p><small>COLORADO STATE UNIVERSITY - PUEBLO STUDENT RECREATION CENTER CORRIDOR EXPANSION</small></p>



**COLORADO STATE UNIVERSITY - PUEBLO
CONSTRUCTION PROJECT STATUS REPORT**

Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 01/26/2011	Description
South Campus Entry Drive, Parking Addition, Foyer addition, Internal Renovation @ Buell Communication Center Building	\$973,500 Student Fee-- \$300,000 Parking funds---\$301,000 Building Repair/Replacement-- \$372,500	05/01/2010-- site work, interior remodel, complete 09/2010-- building addition constr. Start4/2011	08/01/2010-- exterior site work and interior partial remodel; building foyer addition and remaining interior remodel-- 03/2011	1) Parking and cul-de-sac: Substantially Complete 08/13/10; 2) Interior remodel 100% complete, 12/2010 3) Foyer entry addition and HVAC upgrade: Construction Documents and initial estimate complete, reconciliation of scope with budget completed. Bidding scheduled for Feb./2011	
University Fountain Renovation	\$199,750 Student Fees	02/1/2011	May-11	Re- Design and Value-engineering resulted in successful bid on-budget. Construction Start scheduled for February 3, 2011, completion anticipated May 2011	
Campus sidewalk paths and pedestrian improvements	\$180,000 Student Fees and Facilities R&R	Oct., 2009	April, 2010	Completed	
Campus Safety lighting at pedestrian pathways	\$580,000 Student Fees and/or Facilities R&R	July, 2010(est.)	Oct. 15, 2010	Phase I complete. Phase II awaiting funding.	
Occhiato University Center	\$26.3M Debt to be repaid with student fee & auxiliary services revenue	Delayed		In-house review and validation of approved 2007 Program Plan currently underway	

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/11
Classroom upgrades Total Budget: \$10,000,000	\$10,000,000 Student Facility Fee and General Fund		Sept 2012	9 classrooms in Eddy Hall complete, along with projects in various other buildings. Over 3400 new chairs in place in classrooms. HVAC upgrade for classrooms in Visual Arts, Shepardson and Animal Sciences in design. Over 120 classrooms and lecture halls will be renovated in the next 18 months.
Student Recreation Center Total Budget: \$36,000,000	\$32,122,897 Rec Center Bonds		8/2010-Rec Center 4/2011-Pool	Rec Center is occupied. Pool renovation is expected to be complete in April 2011. Budget Status: In budget.

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/11
<p>Lake Street Parking Garage</p> <p>Total Budget: \$21,600,000</p>	<p>\$21,600,000</p> <p>Parking Fees</p>		<p>3/2010-parking</p>	<p>Occupied for parking in March 2010. Retail space and VTH Tenant Finish in construction. Completion expected in May 2011.</p> <p>Budget Status: In budget.</p>
<p>CIRA addition</p> <p>Total Budget: \$1,200,000</p>	<p>\$1,200,000</p> <p>Research funds</p>		<p>1/11</p>	<p>Construction underway. Interior complete, exterior completion scheduled for Feb 2011</p> <p>Budget Status: In budget</p>

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/11
<p>Morgan Library Expansion</p> <p>Total Budget: \$16,800,000</p>	<p>\$16,400,000</p> <p>Student Facility Fee</p>		<p>June 2012</p>	<p>Construction to begin in early March 2011.</p>
<p>Engineering II</p> <p>Total Budget: \$58,000,000</p>	<p>\$40,000,000</p> <p>Student Facility Fee & Research Overhead</p> <p>Remaining funds from grants and donations</p>		<p>March 2013</p>	<p>Site utility package to be released in March 2011. Building construction to begin May 2011.</p> <p>Current budget of \$58M will build 122K sf with 2nd and 3rd floors shelled. As College raises additional funds these floors will be finished.</p>

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/11
<p>Lory Student Center Theater Renovation</p> <p>Total Budget: \$6,000,000</p>	<p>\$6,000,000</p> <p>Student Center Fees</p>		<p>Aug 2012</p>	<p>Anticipated bid date is May 2011 with construction start in June 2011.</p>
<p>Braiden and Parmelee Halls 4th floor addition</p> <p>Total Budget: \$26,000,000</p>	<p>\$26,000,000</p> <p>Housing and Dining Services</p>		<p>Aug 2013</p>	<p>GMP in place and in budget. Construction start on Parmalee Hall in May 2011.</p>

Section

11

Appendix

**BOARD OF GOVERNORS
OF THE
COLORADO STATE UNIVERSITY SYSTEM
COMMITTEE ASSIGNMENTS
EFFECTIVE DECEMBER 8, 2010**

Executive Committee

- Patrick McConathy, Chair
- Ed Haselden, Vice-Chair
- Bonifacio Cosyleon, Secretary
- Joseph Zimlich, Treasurer
- Dorothy Horrell
- Sheila Trice Bell (assigned staff)

Evaluation Committee

- Mary Lou Makepeace, Chair
- Ed Haselden, Vice-Chair
- Bonifacio Cosyleon
- Scott Johnson
- Pat McConathy
- Dorothy Horrell
- Joseph Zimlich
- Don Elliman
- Sheila Trice Bell (assigned staff)

Audit Committee

- Scott Johnson, Chair
- Bonifacio Cosyleon, Vice-Chair
- Mary Lou Makepeace
- Cooper Anderson, CSU-Ft. Collins Student Representative
- Allison Horn (assigned staff)

Finance Committee

- Joseph Zimlich, Chair
- Don Elliman
- Dan Turk, CSU-Ft. Collins Faculty Representative
- Steve Titus, CSU-Pueblo Student Representative
- Rich Schweigert (assigned staff)

Real Estate/Facilities Committee

- Ed Haselden, Chair
- Joseph Zimlich, Vice Chair
- Mary Lou Makepeace
- Bonifacio Cosyleon
- Jennifer Mullen, CSU-Pueblo Faculty Representative
- Cooper Anderson, CSU-Ft. Collins Student Representative
- Stuart MacMillan (assigned staff)

Academic Affairs Committee

- Dorothy Horrell, Co-Chair
- Don Elliman
- Joseph Zimlich
- Mary Lou Makepeace
- Scott Johnson
- Dan Turk, CSU-Ft. Collins Faculty Representative
- Jennifer Mullen, CSU-Pueblo Faculty Representative
- Sheila Trice Bell (assigned staff)

CSU-Pueblo Foundation Liaison

- Mary Lou Makepeace

CSU Foundation Liaison

- Joseph Zimlich

CSU Research Foundation Liaison

- Joseph Zimlich

Department of Higher Education Liaison

- Patrick McConathy