

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
EVALUATION COMMITTEE MEETING MINUTES
CSU System Office, Denver
December 6, 2012**

CALL TO ORDER

Board Chair Joseph Zimlich convened the Board Committees Meetings day at 8:07 a.m. He reported that the meetings would begin with the Evaluation Committee, composed of the voting members, convening directly in Executive Session. Committee Chair Dennis Flores convened the Evaluation Committee meeting.

ROLL

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

Governors present: Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins.

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

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

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician.

Committee Chair Flores asked for a motion to convene in Executive Session. The motion was made, seconded and carried. CSUS General Counsel Nosler read the meeting into Executive Session for the purpose of discussing and evaluating professional staff employees relating to all matters set forth and made confidential pursuant to C.R.S. § 24-6-402 (3) (b) (I) (2011). Non-voting Board members, staff and guests were dismissed from the meeting.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES
CSU System Office, Denver
December 6, 2012**

CALL TO ORDER

Committee Chair Dorothy Horrell called the meeting to order at 10:12 a.m.

ROLL

Committee members present: Dorothy Horrell; Committee Chair; Dennis Flores, Mary Lou Makepeace; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins; Rick Miranda, CSUS Acting Chief Academic Officer (assigned staff).

Governors present: Ed Haselden; Scott Johnson; Joseph Zimlich.

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

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

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician.

Guests: Jon Bellum, Provost and Senior Vice President, CSU-Global Campus; Dwight Burke, Director of Support & Safety Assessment, CSU-Fort Collins; Jean Christman, Attorney, CSUS Office of General Counsel, CSU-Fort Collins; Jody Donovan, Dean of Students, CSU-Fort Collins; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; William H. Farland, Vice President, Research, CSU-Fort Collins; Derrick Dobbin, CSU-Global Campus; CSU-Fort Collins; Bruce Gifford, Dean of Student Services & Enrollment, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Martin Hanifin, Vice President, Finance & Administration, CSU-Pueblo; Kathleen Henry, President & CEO, CSU Research Foundation/CSU Foundation; Anne Hudgens, Director of Student Health Services, CSU-Fort Collins; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Nancy Hurt, Managing Director, CSU Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Rick Kreminski, Interim Provost & Vice President for Academic Affairs, CSU-Pueblo; Debbie Major, Vice President for Student Advancement, CSU-Global Campus; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Michael Prudhomme, Vice President, Technology, CSU-Global Campus; Kevin Schembri, Director of Learning Solutions, CSU-Global Campus; Gus Skinner, Vice President of Finance, CSU-Global Campus; M.K. Spierings, Organization Support Specialist, CSU-Global Campus.

Committee Chair Horrell reviewed the meeting agenda and recognized Dr. Rick Miranda, CSUS Acting Chief Academic Officer; Dr. Rick Kreminski, Interim Provost and Vice President of Academic Affairs,

CSU-Pueblo; and Dr. Jon Bellum, Provost and Senior Vice President, CSU- Global Campus, for their leadership with the meeting preparations. She asked Dr. Miranda to begin the review of the proposed new degree programs.

New Degree Programs: Dr. Rick Miranda provided an overview of the review process for new degrees at CSU-Fort Collins. He described the proposed new degree program for a BS in Fermentation, Science and Technology in the Department of Food Science and Human Nutrition. Committee Chair Horrell commented on how the degree fits within the mission of the university.

Dr. Miranda explained the Plan C Masters in Arts Leadership & Administration through the College of Liberal Arts in the LEAP Institute of Arts that would be an interdisciplinary program with the School of Business. Governor Makepeace and Committee Chair Horrell inquired as to how nonprofit management would be addressed through the program curriculum. The suggestion was made to establish an advisory board. Governor Makela, Faculty Representative, CSU-Fort Collins, reported that she has reviewed the coursework and the nonprofit content is included.

Dr. Rick Kreminski explained that the proposed new degree program at CSU-Pueblo for a M.A. in English in the Department of English/Foreign Languages in the College of Humanities and Social Sciences is basically an existing degree that has been offered in conjunction with CSU-Fort Collins. The request is for an independent degree program at CSU-Pueblo. He explained the review process conducted and summarized the resources and budget.

Governor Makepeace moved to advance the three degree programs for Board approval. Governor Flores seconded and the motion was carried.

Approval of Degree Candidates: Dr. Miranda explained the statutory requirement to confer degrees. With no concerns by the committee, Committee Chair Horrell indicated the item would be positively moved forward for all three campuses.

Program Review Schedule: Dr. Miranda reported the review schedule for CSU-Fort Collins was for 2012-13. With no concerns by the committee, Committee Chair Horrell confirmed that the item would be moved forward positively for Board approval.

Sabbatical Leaves Reports: Dr. Miranda explained that the authority for approval of sabbaticals had been delegated to the campus presidents, but required reporting to the Board. He explained the campus approval process for sabbaticals at CSU-Fort Collins and indicated that a similar process was undertaken at CSU-Pueblo. Committee Chair Horrell commented on the important work that results from the sabbaticals and indicated the Board would be interested in receiving a summary upon completion of the sabbaticals.

Program Reviews: Dr. Miranda reported that eight to twelve programs at CSU-Fort Collins are selected annually for review in a seven-year cycle with adjustments made for programs undergoing specialized accreditation. He summarized the activity undertaken that includes the review process with a self-study, an oversight committee and, at times, an external committee. Dr. Miranda explained that the self-study results in identification of issues and development of an action plan. He reported the outcomes are being linked to the strategic planning and budget processes with resources directed specifically towards proposals generated through program reviews. An executive summary for the 2011-12 CSU-Fort Collins Program Reviews was provided in the meeting materials.

Committee Chair Horrell explained that the Board ensures this review process is in-place; is functioning well; has integrity and accountability; and addresses challenges and resources. Dr. Miranda commented on emerging themes from the reviews. President Tony Frank, CSU-Fort Collins, added that a 2020 model will be presented at the February Board Retreat that addresses broader institutional capacities.

Dr. Kreminski provided an overview of the CSU-Pueblo program review process and summarized the programs that were reviewed in 2011-12. Governor Zizza, Faculty Representative, CSU-Pueblo, reported that the program review process is similar to CSU-Fort Collins with internal and external reviews and development of action plans. He commented that the decrease in number of tenured faculty with service responsibilities has had an impact on program reviews.

Research and Innovation Reports

CSU-Fort Collins: President Frank commented on the critical importance of research and explained how land grant institutions are statutorily required by federal law to conduct research. He explained that research is the largest budget item with \$350 million in research expenditures this past year. Chancellor Martin commented on how research has a large impact on the local community. President Frank introduced Dr. William Farland, Vice President of Research.

Dr. Farland reported that his presentation would be focused on externally funded research and explained the importance of external funding. He provided an overview of the university's research expenditures and outcomes from FY 2012. Dr. Farland commented on the challenges of the federal funding climate, budgetary sequestration, and increased regulatory requirements. He identified the top federal funders for CSU-Fort Collins and reported F&A recovery had increased with \$49 million in cost recovery this last year.

Dr. Farland described how CSU's research and discovery efforts will continue to be competitive and grow. He provided an overview of the Office of Vice President of Research (OVPR) industry partnership initiative and reported his office is working with faculty to optimize grants. Dr. Farland reviewed comparisons to peer institutions for industry-sponsored research.

Dr. Farland summarized by explaining how the research and discovery program is essential to the vitality of the institution. Key factors to growth for the program include the faculty and administrative support. He commented on the potential for growth of non-federal sponsored funding sources and the changing role of the faculty in creating these sponsorships.

CSU-Pueblo: Dr. Kreminski explained the statutorily required role of research at a comprehensive regional institution and specifically CSU-Pueblo's requirement to support southeastern Colorado. He explained that the research at CSU-Pueblo is focused more on application and less often on pure research. Dr. Kreminski remarked that efforts are made to ensure students have an engaged research experience.

Dr. Kreminski provided an overview of the research funding at CSU-Pueblo that is largely comprised of grants. He reported that CSU-Pueblo has received an average of \$4.6 million annually during the past six years. Dr. Kreminski summarized recent faculty research and noted activities undertaken in areas such as the Fine Arts and Humanities. He reviewed five examples of research and innovation output summarized in his written report that included patents; work done through a National Institutes of Health (NIH) grant; a five-year Regional Access to Graduate Education (RAGE) grant; a Providing Opportunities to Excel (PROPEL) grant; and a Colorado Department of Transportation (CDOT) study.

Governor Zizza commented on the lack of infrastructure at CSU-Pueblo for working with federal grants and on faculty workload. Dr. Kreminski explained that the Dean of Graduate Studies and Research is the central point of organization for research activity; the departmental Deans are engaged in the research activity; and there is no separate administrative staff for research. President Di Mare commented that the strategic plan is being reviewed and research funded through federal grants and local companies would be taken into account. She added that release time and fairness in faculty workload also needs to be evaluated.

CSU-Global Campus: Dr. Jon Bellum explained that the focus of his report would be on creating an innovative community of online educators. He reported efforts are made to bring in high quality faculty with a requirement of 18 hours in the area of specialty and demonstrated experience with nontraditional adult learners. CSU-Global Campus provides extensive faculty training with a mentor in the first eight-week course. Efforts to ensure faculty success and high quality instruction for students include the evaluation process; peer mentoring and shadowing; and faculty meetings to share and discuss best practices.

Dr. Bellum reported that faculty professional development led by and for faculty is varied and includes training on new technology, faculty certification courses, and training in quantitative areas such as underserved and first generation students. Faculty also has the opportunity to be paid to present at conferences under the CSU-Global Campus name with teaching online as a component of the presentation.

Dr. Bellum explained how the Global Exchange provides a community learning opportunity for discussions and innovations on best practices for online teaching, student engagement and technology. The information garnered from the discussions can be incorporated into faculty training and potentially expanded outside the CSU-Global Campus.

Student Health Reports

CSU-Pueblo: Mr. Bruce Gifford, Dean of Student Services & Enrollment, CSU-Pueblo, explained that the student health and counseling services are student-fee funded. Changes recently implemented include combining the administration of the Counseling and Health centers under one director.

Mr. Gifford reported that in the past health services were provided only by appointment. CSU-Pueblo has contracted with the Nursing program faculty to provide five nurse practitioners. This change has resulted in 60% of students who need health services able to receive the services by appointment or by walk-in on that same day as needed.

Mr. Gifford reported that the Counseling Center is considering contracting with a psychological consultant to provide the part-time licensed counseling staff with expert advice. All of the counselors have their own private practices and are offered free office space on campus for their services for the students.

Mr. Gifford reported the Alcohol and Other Drug Prevention program is largely educational and community services are available for the students. He explained the Zombie campaign funded through a Denver organization that provides information about the reality on campus for those students with drug and alcohol problems. Mr. Gifford commented on behavioral problems in the residence halls and reported the Cleary report provides information on the alcohol and drug infractions.

Dr. Kreminski reported the Disability Resource Office has one staff person who handles providing classroom accommodations for students. He described the variety of accommodations needed and the

high variability and fluctuations in costs for the accommodations. Diagnostic documentation is required and the office will make recommendations for testing. A breakdown on specific services and demographics was provided in the written report. Dr. Kreminski reported that, beginning last year, there was a budget item to ensure the office is properly funded.

The Academic and Student Affairs Committee recessed for a lunch break at 12:21 p.m. The meeting was reconvened at 12:35 p.m.

CSU-Global Campus: Dr. Bellum commented that, as an online university, CSU-Global Campus does not provide the same traditional health services as the other campuses, but does provide student disability services. Two student advisors are trained as ADA coordinators. Students can seek accommodations upon application by completing a form and providing documentation. The documentation is reviewed by a team and an accommodation is developed.

Dr. Bellum reviewed the categories of disabilities that CSU-Global Campus can accommodate and provided examples of accommodations. He reported that the learning management systems and the technology for the online courses are developed to meet ADA guidelines. Faculty is prepared to work with every type of disability and there are 24/7 tutoring services. Dr. Bellum explained a special program for veterans with demonstrated traumatic brain injuries that provides one-on-one work with the students through a cadre of faculty.

CSU-Fort Collins: Dr. Blanche Hughes, Vice President for Student Affairs, CSU-Fort Collins, introduced Anne Hudgens, the Director of Student Health Services; Jody Donovan, Dean of Students; and Dwight Burke, Director of Support & Safety Assessment. Ms. Hudgens commented on the extensive health and counseling services available at CSU and noted her report would be focused on student mental health issues. She pointed out the importance of early identification and prevention.

Ms. Hudgens reported that CSU participates in the National Collegiate Health Association survey and comparative data on mental health issues between CSU and nationally was provided in the written report. She reviewed suicide statistics and reported depression screening has become part of the standard medical screening at CSU.

Ms. Hudgens reviewed the statistics on students who have had thoughts of hurting others and noted that CSU began developing specific mental health strategies in the 1990s. She provided an overview of four mental health initiatives: 1) development of an overall strategic mental health plan through a large-scale planning process; 2) the student consultation team composed of a multidisciplinary group to conduct risks and threat assessment consultations and to strategize on intervention; 3) case management to assess and get resources; and 4) the I-Team initiative for students that are in crisis with a 4-week stabilization program and 4-week skill building program. Campus online resources available include a “Tell Someone” campaign and an “At Risk” program to assist faculty in assessment and referral.

Ms. Hudgens summarized that within the student health network, services provided include counseling, medical, health education and prevention programs with 13.5% of students utilizing mental health services and 50% medical services. There is a 24/7 emergency mental health hot line; emergency medical and counseling services are provided during regular business hours. Ms. Hudgens concluded that early intervention helps not only the student, but can have an overall positive impact on the campus. She commented on the importance of institutional support for the services.

Committee Chair Horrell thanked the presenters for their reports. With no further business to conduct, the meeting was adjourned at 1:23 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT AND FINANCE COMMITTEE MEETING MINUTES
CSU System Office, Denver
December 6, 2012**

CALL TO ORDER

Committee Chair Ed Haselden called the meeting to order at 1:24 p.m.

ROLL

Committee members present: Ed Haselden, Chair; Dennis Flores; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Allison Horn, CSUS Director of Internal Auditing (assigned staff) and Rich Schweigert, CSUS Chief Financial Officer (assigned staff).

Governors present: Dorothy Horrell; Scott Johnson; Mary Lou Makepeace; Joseph Zimlich; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Regina Martel, Student Representative, CSU-Fort Collins.

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

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

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician.

Guests: Brett Anderson, Vice President for University Advancement, CSU-Fort Collins; Jon Bellum, Provost and Senior Vice President, CSU-Global Campus; Dwight Burke, Director of Support & Safety Assessment, CSU-Fort Collins; Jean Christman, Attorney, CSUS Office of General Counsel, CSU-Fort Collins; Jody Donovan, Dean of Students, CSU-Fort Collins; William H. Farland, Vice President, Research, CSU-Fort Collins; Derrick Dobbin, CSU-Global Campus; Bruce Gifford, Dean of Student Services & Enrollment, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Martin Hanifin, Vice President, Finance & Administration, CSU-Pueblo; Kathleen Henry, President & CEO, CSU Research Foundation/CSU Foundation; Anne Hudgens, Director of the Student Health Services, CSU-Fort Collins; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Nancy Hurt, Managing Director, CSU Research Foundation; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Rick Kreminski, Interim Provost & Vice President for Academic Affairs; Debbie Major, Vice President for Student Advancement, CSU-Global Campus; Rick Miranda, Provost & Executive Vice President, CSU-Fort Collins; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Michael Prudhomme, Vice President, Technology, CSU-Global Campus; Kevin Schembri, Director of Learning Solutions, CSU-Global Campus; Gus Skinner, Vice President of Finance, CSU-Global Campus; M.K. Spierings, Organization Support Specialist, CSU-Global Campus.

Audit Report

Committee Chair Haselden convened the Audit portion of the meeting and asked Allison Horn, CSUS Director of Internal Auditing, for her report.

Status of the FY 2012-13 Audit Plan: Ms. Horn reported that a report on the Dining Services Audit at CSU-Fort Collins has been issued since the last meeting and there was only one minor finding and no deficiencies. The audit for the Institute for Learning and Teaching at CSU-Fort Collins has been completed and a report will be issued. She reviewed the four audits currently in process. Ms. Horn reported that field audits for the CSU Extension Office have been completed for Rio Blanco and Moffat counties. She explained that these audits are different from other audits with only a report published and no required management response or plan of action. The CSU Extension Office follows up on the recommendations.

Status of Past Due Audit Recommendations: Ms. Horn reported there were eight overdue recommendations with three at CSU-Fort Collins and five at CSU-Pueblo. On the CSU-Pueblo Accounts Receivable Audit, the last open recommendation has a target date of December 31st and is on-schedule.

Internal Audit Staffing Updates: Ms. Horn reported that three of the six professional auditors are new employees and the audits are being conducted with pairing of the new employees with the longer-termed employees. There could be an impact on the achievement of the Audit Plan for the current fiscal year.

Governor Zizza, Faculty Representative, CSU-Pueblo, provided an update on the supplemental pay process at CSU-Pueblo.

Finance Report

FY 2012 Audit: Mr. Rich Schweigert, CSUS Chief Financial Officer, reported that the external Fiscal Year 2012 audit for the CSU System has been completed. There were two findings, one each for CSU-Fort Collins and CSU-Global, that are already being addressed and there were no material weaknesses. The report will be shared with the Legislative Audit Committee and the General Assembly.

Master Plan/Performance Contracts: Mr. Schweigert reported that the Department of Higher Education 2012 Master Plan with four goals has been finalized and the Colorado Commission on Higher Education will be adopting the Master Plan. The campus performance contracts are being negotiated and the customized metrics for each of the campuses were provided in the written Finance Report.

Budget Update: President Tony Frank, CSU-Fort Collins, reviewed highlights of the draft FY 2014 E&G budget. Under New Resources, he noted the differential tuition charges that are passed back to the academic units to grow capacity and commented on the possible impact of state funding on the budget. New expenses included a proposed 3% salary increase, deferred maintenance costs and no unit expense reductions.

Mr. Martin Hanifen, Vice President for Finance and Administration, CSU-Pueblo, explained there was a thorough review conducted from the original FY 2012-13 E&G budget to evaluate the actual and projected financial position. Based on the spring census, the FY 2014 E&G budget will be prepared. Mr. Hanifen reviewed a three-year income statement.

President Lesley Di Mare, CSU-Pueblo, explained that, based on four years of projections, there would continue to be an annual \$2 million operational shortfall before the financial position is fully stabilized.

There was discussion on the impact on the campus without the \$2.1 million infusion approved at the May 2012 Board meeting and the continuing annual need for several years of an additional \$2 million.

Chancellor Martin commented on efforts to evaluate and develop new revenue streams as a System during the next 16 months and possible collaborative efforts. More information will be presented to the Board in February.

President Becky Takeda-Tinker, CSU-Global Campus, shared a video that explained CSU-Global Campus' current enrollment, faculty and student demographics; what CSU-Global Campus provides students; feedback from an alumni survey; Educational Testing Service Proficiency results; retention rates and revenues generated to evaluate Return On Investment (ROI); potential new areas of revenue; and a platform for continued success.

President Takeda-Tinker revisited the five-year strategic plan through the four goals. She reviewed five years of revenues, expenses and projections and noted that CSU-Global Campus was on-track to meet the projected \$36 million in revenues for the current fiscal year. President Takeda-Tinker commented on the values of the CSU-Global Campus faculty and staff with a focus on mission achievement.

Chancellor Martin commented on a proposed CSU System Innovation Grant program for member institutions or other state institutions that is being considered to create an incentive venture capital fund. The program could create new alliances and opportunities with new student populations and other ways to serve Colorado both as the CSU System and as a statewide system. Factors to consider in evaluating the program will be collaboration, innovation, reasonable sustainability and fit with mission. The criteria and process will be developed and presented to the Board for consideration.

Chancellor Martin noted the need to find balance by investing in local growth with a new model for higher education through online learning. President Takeda-Tinker explained an example to create new revenue through a re-enrollment campaign targeting past students who have some coursework but have been out of school for 5+ years. She introduced Debbie Major, Vice President of Student Advancement for CSU-Global Campus.

CSUS Quarterly Financial Statements: Mr. Schweigert distributed quarterly financial statements and explained the expense control efforts across the System. He reported the System as a whole is on-track with the budget and there may be some additional adjustments for CSU-Pueblo. Committee Chair Haselden noted the written report was a carry-in item and Board members were asked to review the report overnight. If necessary, discussion could be held during the Finance Committee report at the Board meeting the next day.

CSUS Annual Reserve Report: Mr. Schweigert commented on unrestricted reserves and restricted reserves with specific commitments and restrictions. He explained that the report contained all reserves within the CSU System and the net assets are tied into the balance sheet. Mr. Schweigert reported that most of the reserves are held at the Colorado State Treasurer's office along with the bond funds. He explained the System is working with the campuses on the potential to refinance debt and the potential for new opportunities with the current low interest rates.

Planning Costs and Pledge Policy for New Stadium: President Frank summarized the potential funding strategy with an initial focus on large gifts. Issues to be addressed include identifying a level of gift or pledge at which to apply legally enforceable language that includes tax implications for the donor; options for use of the gift if the decision is made not to move forward with the project; and how to expend funds

during the fundraising and planning early in the process with the potential to use a minimal amount from the President's Discretionary Fund.

Mr. Brett Anderson, Vice President for University Advancement, CSU-Fort Collins, reported that the university's current general fundraising efforts are on-track for an all-time record amount. He commented that the potential impact of fundraising for the stadium has been taken into consideration.

Mr. Anderson reviewed the goal of raising \$125 million in cash and pledges within the next two years for the proposed stadium and outlined the key principles to be utilized. He explained three options available for funds, should the project not go forward, include putting the funds in either the general university fund or a specific donor-designated fund or to return the gift. Due to complexities in administration and tax implications, the suggested threshold for applying legally binding language for a gift or pledge was the \$25,000 level that is currently used for the university's general fundraising. Mr. Anderson reviewed four scenarios for gifts under and over a specific threshold. President Frank reiterated that the decision to move forward with the project would not have been made if he did not consider the stadium to be in the best long-term interest of the university.

CSURF Line of Credit: President Frank explained the CSU Research Foundation line of credit renewal resolution that requires annual approval by the Board of Governors. Governor Johnson made the motion to move the resolution forward for Board approval. Motion was seconded and carried.

With no further business to conduct, the Audit and Finance Committee meeting was adjourned at 3:31 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES
CSU System Office, Denver
December 6, 2012**

CALL TO ORDER

Committee Chair Scott Johnson called the meeting to order at 3:33 p.m.

ROLL

Committee members present: Scott Johnson, Chair; Ed Haselden; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Regina Martel, Student Representative, CSU-Fort Collins; Kathleen Henry, President/CEO, CSU Foundation and CSU Research Foundation (assigned staff).

Governors present: Dennis Flores; Dorothy Horrell; Mary Lou Makepeace; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo.

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

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

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician.

Guests: Jon Bellum, Provost and Senior Vice President, CSU-Global Campus; Dwight Burke, Director of Support & Safety Assessment, CSU-Fort Collins; Jean Christman, Attorney, CSUS Office of General Counsel, CSU-Fort Collins; Jody Donovan, Dean of Students, CSU-Fort Collins; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; William H. Farland, Vice President, Research, CSU-Fort Collins; Derrick Dobbin, CSU-Global Campus; Bruce Gifford, Dean of Student Services & Enrollment, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Martin Hanifin, Vice President, Finance & Administration, CSU-Pueblo; Anne Hudgens, Director of Student Health Services, CSU-Fort Collins; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Nancy Hurt, Managing Director, CSU Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Rick Kreminski, Interim Provost & Vice President and Vice President for Academic Affairs; Debbie Major, Vice President for Student Advancement, CSU-Global Campus; Rick Miranda, Provost & Executive Vice President, CSU-Fort Collins; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Michael Prudhomme, Vice President, Technology, CSU-Global Campus; Kevin Schembri, Director of Learning Solutions, CSU-Global Campus; Gus Skinner, Vice President of Finance, CSU-Global Campus; M.K. Spierings, Organization Support Specialist, CSU-Global Campus.

Committee Chair Johnson asked for a motion to convene in Executive Session. Governor Haselden made the motion. The motion was seconded and unanimously carried. CSUS Deputy General Counsel Jason Johnson read the meeting into Executive Session for the purpose of discussions relating to the purchase of

property for public purpose or sale of property at competitive bidding if premature disclosure of such transaction would give a competitive advantage to the other party, confidential pursuant to C.R.S. § 24-6-402 (3) (a) (I) (2012). The Real Estate/Facilities Committee meeting was adjourned at 3:50 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
CSU System Offices, Denver, Colorado
December 7, 2012**

CALL TO ORDER

Board Chair Joseph Zimlich convened the Board of Governors meeting at 8:07 a.m.

ROLL

Governors present: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Treasurer; Mary Lou Makepeace, Secretary; Dennis Flores; Scott Johnson; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins.

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

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

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician.

Guests: Gaye Di Gregorio, Executive Director for the Center for Advising and Student Achievement; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; William H. Farland, Vice President of Research, CSU-Fort Collins; Paul Giberson, Program Coordinator, Office of Orientation and Transition Programs; Bruce Gifford, Dean of Student Services and Enrollment, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation; Mike Hooker, Public Relations, CSU-Fort Collins; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Alan Lamborn, Vice Provost for Undergraduate Affairs; Keith Lopez, Program Coordinator, Office of Orientation and Transition Programs; Zach Mercurio, Program Coordinator, Office of Orientation and Transition Programs; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Linda Vrossman; Kerry Wenzler, Director, Office of Orientation and Transition Programs.

Public Comment

Chair Zimlich stated that the first agenda item was Public Comment. Linda Vrooman presented comments in opposition to the proposed new stadium at CSU-Fort Collins.

Board Chair's Agenda

Chair Zimlich commented on the CSU System and Board of Governors holiday reception and dinner held the previous evening.

Chair Zimlich pointed out the DVD on the history of the Morrill Land-Grant Act that was included in the Board book. Chancellor Martin reported the documentary was aired on Rocky Mountain PBS.

Chair Zimlich announced the receipt of an Executive Order from the Governor with five appointments to the Board of Governors. He reviewed the background and terms of three new appointees: Mark Gustafson, Demetri "Rico" Munn and William Mosher. Chair Zimlich reported he and Vice Chair Dorothy Horrell were reappointed for terms ending December 31, 2016. He commented on the collaborative efforts between the Governor's Office, the Lt. Governor's Office, the Boards and Commissions Office and the CSUS Board in recruiting the new members. When the appointments are confirmed, the CSUS Board will have a full complement of members.

Chair Zimlich acknowledged Sheila Trice Bell for her service as the Executive Secretary to the Board of Governors. Board members and Chancellor Martin individually thanked Ms. Trice Bell. Ms. Trice Bell thanked the Board for the opportunity. Chair Zimlich presented a gift of appreciation to Ms. Trice Bell.

Executive Session

Governor Johnson made the motion to convene in Executive Session. The motion was seconded and unanimously carried. General Counsel Nosler read the meeting into Executive Session at 8:23 a.m. The Executive Session adjourned at 9:05 a.m. and, following a break, the Open Public Meeting reconvened at 9:17 a.m.

Faculty and Student Representatives Reports

Governor Dick Weinberger, Faculty Representative, CSU-Global Campus, augmented his written report by explaining how the CSU-Global Campus faculty brings uniqueness to the learning experience by sharing real world experiences and combining theory with practical application. He reported that the faculty also provides informal mentoring that assists the nontraditional adult learner with job stability, promotions and new careers.

Governor Frank Zizza, Faculty Representative, CSU-Global Campus, reported the Faculty Senate reapproved the Masters in the Nursing Program. The graduation list was approved conditionally if the students meet degree requirements. He explained the formalization of the procedure that only a department chair can approve application of college credits more than 10 years old towards degree completion. The change does not affect the credit of such coursework for general education requirements.

Governor Zizza reported that the Faculty Policy and Procedure Committee is considering adding a third-year review for probationary faculty on the tenure track and adding a senior lecturer position to recognize long-term employees with an opportunity for advancement. The Faculty Handbook Committee is working with CSUS Deputy General Counsel Doyle on revisions for at-will contracts. Governor Zizza concluded his report by describing the 35th Annual Math Day which had 250 students participating from 23 high schools across southeastern Colorado. He thanked President Di Mare and Interim Provost Kreminski for recognizing faculty member Janet Nichols for running the event for 35 years.

Governor Carole Makela, Faculty Representative, CSU-Fort Collins, reported that the two degree programs in her written report were discussed the previous day at the Academic and Student Affairs Committee meeting and noted that interdisciplinary studies programs are put together to address current and future needs with a unique combination of existing courses. The Faculty Council officers and Executive Committee followed up on an article in *The Coloradoan* with an opinion piece that was published to provide a better understanding of the CSU System. After discussions with President Frank,

the Faculty Council decided not to take any formal action on a resolution to postpone the sale of the Y Cross Ranch.

Governor Makela explained proposed changes in the CSU-Fort Collins Faculty Handbook to provide clarity on extension of the probationary period related to the tenure clock and defined instruction format for courses that is consistent with the Higher Learning Commission, the federal government and the State of Colorado. The Faculty Council approved a process whereby students may seek accommodations to participate in religious observations and be absent from class. Governor Makela commended CSUS Deputy General Counsel Jason Johnson and his staff for working to make electronically accessible classes consistent with ADA requirements. She reported that items of continuing interest for the Faculty Council include multi-year contracts.

Governor Kandi Brown, Student Representative, CSU-Global Campus, reported that career development services are the most important service CSU-Global Campus can provide students. While 93% of their graduates are working for pay, many are seeking a promotion or to get into a different field. Governor Brown highlighted the success of the first CSU-Global Campus School-to-Work Consortium that provided opportunities to gain new skills and insights. Workshops were conducted on finding employment opportunities, maximizing marketability and managing careers. Governor Brown shared two communications of appreciation from students who attended the consortium. A video was presented on the professional development resources available through the CSU-Global Campus Career Center.

Governor Logan Gogarty, Student Representative, CSU-Pueblo, recounted how his personal experience of using the Career Center at CSU-Pueblo led to planning a new Associated Students Government (ASG) past, current and future Presidents Dinner to re-engage alumni and to provide a leadership opportunity for the incoming ASG President. He reviewed highlights from his written report, including his appointment to the Pueblo City Partnership Board; the work of the Parking Task Force; the ASG Interactive Forum; the Pepsi grant communications kiosks; the OOHLALA mobile application to provide student discounts for local businesses; and the Leadership Retreat to be held in Boulder.

Governor Gogarty remarked that the Veterans Day commemoration held on the CSU-Pueblo campus was well received by the community. He reported that the success of the football team has increased school spirit; students are pleased with the change in the policy for To-Go Boxes in the cafeteria; and the Student Fee Governing Board is reviewing last year's student fees and expenditures and will begin to review proposals for the next year. Governor Gogarty commented on the increase in collaboration that is now occurring between the students and administration.

Governor Regina Martel, Student Representative, CSU-Fort Collins, provided an update to her written report on the Associated Students at CSU (ASCSU) budget and student fees and the creation of a task force to assess student fees; changes in the ASCSU Senate with additional seats and proposed changes in election codes; an ASCSU Governmental Affairs joint legislative meeting; events to raise school spirit through the "70 Things to do Before You Graduate" campaign; and activities at the Orange Out tailgate. She reported RamRide has provided over 177,000 rides during the past nine years and funding for the Late Night Bus Route was included in the passage of the City Council budget.

Governor Martel reported that efforts to increase student outreach include an ASCSU/Greek mixer and a "Finance on the Plaza" initiative to gather information on student fees and tuition. The ASCSU is working with the City of Fort Collins on the Bike Sharing initiative for a location at the MAX transit center and a downtown location to drop off the bikes. With the renovation at the Lory Student Center, the Senate Chambers are being cleaned out and the ASCSU is meeting with architects to make sure the new space is conducive for the work environment and growth. In response to a question from Governor Weinberger, Governor Martel explained the ASCSU election process.

Chancellor's Report

Chancellor Martin provided an update on his "Colorado 101" activities with a trip to the Western Slope and reported strategies are being developed to heighten the CSU System's state presence. A new task force with representation from all three campuses is being created to better define, coordinate, collaborate and strategize on the online market to maximize impact.

Chancellor Martin congratulated the CSU-Pueblo ThunderWolves on an outstanding season and reported that efforts continue on developing a sustainable financial model for CSU-Pueblo. Discussions have been held with President Takeda-Tinker on ways to grow and expand the CSU-Global Campus degree programs; to utilize and outsource CSU-Global Campus' expertise; and to diversify revenues. President Frank and his staff, with the support of the CSU System, are evaluating the stadium in the context of the future of the campus.

Chancellor Martin commented on opinion pieces he wrote for *The Coloradoan* on the stadium and *The Denver Business Journal* on the value of education. He reported on his trip to Washington, DC, with President Frank and Dr. William Farland to meet with the Colorado congressional delegation. Chancellor Martin remarked on the success of hosting the Association of Public Land-grant Universities and hosting in conjunction with CU, the Colorado Community College System and the School of Mines an event for new legislators to provide an orientation to higher education. Chancellor Martin will be attending a Complete College America meeting in New Orleans as part of a Colorado delegation led by Lt. Governor Garcia.

Governor Horrell suggested a discussion topic for a future meeting could be communications strategies for both the CSU System and the individual campuses. Chancellor Martin concurred and commented on messaging for different audiences as well as an overall message and the continually changing technology.

Presidents' Reports and Campus Updates

President Takeda-Tinker, CSU-Global Campus, commented on the variability of the expenses and revenues based on new and returning students. She reported that CSU-Global Campus is on-track to meet the current fiscal year budget projections and efforts continue to examine diversification of revenues.

President Takeda-Tinker reported that CSU-Global Campus has applied for a grant in partnership with the Colorado Community College System to support nontraditional learners transitioning from community college to online learning at CSU-Global Campus. The application for a grant from the Daniels Foundation for nontraditional adult learner scholarships is being reviewed. CSU-Global Campus, in partnership with Western Governors University, is working to form a coalition for online education to create a stronger legislative voice. Other nonprofit and public online universities will be contacted. President Takeda-Tinker commented on her first experience as a Higher Learning Commission accreditation site reviewer.

President Lesley Di Mare, CSU-Pueblo, reported that Fall 2013 statistics indicate completed applications are up by 8% and admitted students by 9% with the largest increase for freshmen. CSU-Pueblo was ranked as one of the top western regional universities by *U.S. News & World Report*. The university was named in the top 15% of colleges, universities and trade centers as military-friendly by *G.I. Jobs* magazine. President Di Mare commented on the applied research that is conducted at CSU-Pueblo with a primary goal of supporting Pueblo and the southeastern region and described two research projects.

President Di Mare reported that the CSU-Pueblo Foundation surpassed the \$1.5 million mark in private donor scholarships with 673 students provided scholarships in the fall semester. More information will be forthcoming on a \$25 million capital campaign to be headed by the foundation that will largely be used for scholarships. President Di Mare commented on the success of the women's golf team and the men's football team and reported that a Student Athlete Advisory Committee has raised over \$36,000 for the United Way of Pueblo County since 2005.

President Tony Frank, CSU-Fort Collins, highlighted from his written report various prestigious awards received by CSU faculty. With the construction of the addition to the Engine & Energy Conversion Laboratory, efforts to consolidate energy-related activities have led to the creation of the Powerhouse Energy Institute. President Frank explained that research conducted at CSU is not only to advance human knowledge but, as part of the land-grant mission, the discoveries are applied for the benefit of society with intellectual property as one way to fulfill this mission. He reported the number of inventions resulting from the CSU faculty and researchers has increased by 132% during the past five years.

President Frank commended students, faculty and staff for collecting over 52,000 pounds of food and raising over \$37,000 to benefit the Food Bank of Larimer County. He commented on the marketing efforts around the 150th anniversary of the Morrill Land-Grant Act. Fundraising is on-track to set a record in terms of the number of donors and the amount of funds raised. President Frank pointed out that this is the fourth consecutive year that there was no increase in the CSU health plan costs. He shared a video of CSU highlights from the past year that is used for various functions such as alumni events.

President Frank provided an overview of the Ram Pride Service Award that will be presented annually at a Board of Governors meeting to an individual, program, or unit that models excellence in "service above self" in upholding Colorado State University's commitment to its land-grant mission and heritage. President Frank presented the first Ram Price Service Award to the Office of Orientation and Transition Programs and acknowledged Kerry Wenzler, Director, Office of Orientation and Transition Programs; Blanche Hughes, Vice President of Student Affairs; Alan Lamborn, Vice Provost for Undergraduate Affairs; Gaye Di Gregorio, Executive Director for the Center for Advising and Student Achievement; and Keith Lopez, Paul Giberson and Zach Mercurio, program coordinators, for their work. An orientation video was shared with the Board of Governors.

The Open Public Meeting was recessed for a break at 11:05 a.m. and reconvened at 11:33 a.m.

Committee Reports

Evaluation Committee: Committee Chair Flores reported the committee met in Executive Session to discuss new employment agreements for President Frank and General Counsel Nosler. He asked for a motion to authorize the Board Chair and the Chancellor in consultation with the Office of the General Counsel to negotiate the new employment agreement with President Frank consistent with the terms and conditions discussed in Executive Session. **Motion/Action:** Governor Johnson made the motion; the motion was seconded and unanimously carried.

Committee Chair Flores reported that the Office of General Counsel recommended the position of the CSUS General Counsel be designated as an executive position to participate in the CSUS Board of Governors Executive Longevity Plan. General Counsel Nosler read the matter for action. **Motion/Action:** Governor Makepeace made the motion to approve; the motion was seconded and unanimously carried. Chancellor Martin expressed his commitment to negotiate an appropriate contract with President Frank. Chair Zimlich added that, with 1½ years remaining on President Frank's current contract, the Board wanted to be proactive in negotiating a new contract to acknowledge President Frank's good job performance and to demonstrate their commitment to retaining his leadership.

Academic and Student Affairs Committee: Committee Chair Horrell reported the committee reviewed items for approval on the Consent Agenda including three degree programs: B.S. in Fermentation Science and Technology, CSU-Fort Collins; Masters in Arts Leadership and Administration, CSU-Fort Collins, with discussion on ensuring content for the unique nonprofit business model; and a M.A. in English, CSU-Pueblo. Governor Makepeace reported follow-up conversation provided assurance that there would be the nonprofit content in the M.A. in Arts Leadership and Administration including internships and an advisory board with advice sought from Committee Chair Horrell and Governor Makepeace.

Committee Chair Horrell reported the approval of degree candidates from all three universities and the 2012-13 program review schedule for CSU-Fort Collins were also moved forward positively for approval on the Consent Agenda. She explained the policy change made previously to designate authority to the university presidents to approve sabbatical leave requests and the committee received a report on the sabbatical leaves that were granted.

Committee Chair Horrell reported program review reports were presented by CSU-Fort Collins and CSU-Pueblo and commented on the importance of the reviews in ensuring the quality of excellence in education. The committee also received reports on research and innovation and on student health from all three universities. Committee Chair Horrell commended the faculty and staff that are involved and responsible for the programs. Governor Makepeace commented on the comprehensiveness of the information on the student health services.

Audit and Finance Committee: Committee Chair Haselden reported the committee reviewed four audit items: 1) the status of the Fiscal Year 2012-13 Audit Plan; 2) the status of past due recommendations; 3) an update on the CSU-Pueblo Accounts Receivable Audit; and 4) miscellaneous Internal Auditing issues. The committee received an update on the CCHE Master Plan and performance contracts. There was discussion on the CSU-Pueblo budget update with an understanding of the issues and recognition that the CSU-Pueblo leadership team is working to mitigate the issues. Budget updates were provided for CSU-Fort Collins and CSU-Global Campus with discussion on surplus capital at CSU-Global Campus and possible entrepreneurial endeavors. Committee Chair Haselden indicated that more discussion will be held in February on how to deploy the capital to ensure compatibility with the mission, values and goals of the CSU-Global Campus.

Committee Chair Haselden reported the committee received reports on the Fiscal Year 2012-13 financial plan for the CSU System and on the status of reserves for the CSU System and campuses. There was a presentation and discussion on the planning costs and pledge policy for the proposed new stadium at CSU-Fort Collins. The final committee item was a CSURF line of credit action item that was advanced for approval.

Governor Horrell commented that the CCHE Master Plan was approved with a goal of 66% of Coloradoans above the age 25 attaining either a certificate or degree by 2025 which is a significant increase at twice the current commitment.

Real Estate/Facilities Committee: Committee Chair Johnson reported the committee convened in Executive Session to discuss recommendations on potential acquisitions in the Fort Collins area. Two action items were discussed in the Open Public meeting and forwarded for Board approval.

Action Items

General Counsel Nosler read the action item on granting an easement for a Y-W Electrical Association Inc. Secondary Service Underground Electrical Line at the Central Plains Research Station in Washington

County to Beefco Feeder LLC. **Motion/Action:** Governor Flores moved to approve, Governor Makepeace seconded, and the motion was unanimously carried.

General Counsel Nosler read the action item approving the acquisition of a conservation easement on Spruce Mountain in Douglas County under the Forest Legal Program for the benefit of the Colorado State Forest Service. **Motion/Action:** Governor Makepeace moved to approve, Governor Johnson seconded, and the motion was unanimously carried.

General Counsel Nosler read the action item to approve the acceptance of gifts and naming in recognition of gifts related to the Guggenheim Classroom 118 within the College of Applied Human Services as discussed in Executive Session. **Motion/Action:** Governor Makepeace moved to approve, Governor Horrell seconded, and the motion was unanimously carried.

General Counsel Nosler read the action item to approve the Equipment Leasing Line of Credit for the Colorado State University System/Colorado State University Research Foundation. **Motion/Action:** Governor Makepeace moved to approve, Governor Flores seconded, and the motion was unanimously carried.

General Counsel reporting the remaining items for action were listed on the Consent Agenda. **Motion/Action:** Governor Horrell moved to approve, Governor Johnson seconded, and the Consent Agenda was approved.

Board Meeting Evaluation

Chair Zimlich asked for meeting evaluation comments. Governor Makepeace remarked on the high quality of the videos and on the excellent presentations. Governor Horrell commented on her enjoyment of the CSU-Global Campus virtual tour. Governor Flores remarked on the great holiday reception that reflected the broader community's respect for the Colorado State University System.

With no further business to conduct, the meeting was adjourned at 12:01 p.m.