

**BOARD OF GOVERNORS**  
**February 6-8, 2013**  
**Pueblo, Colorado**

**WEDNESDAY, February 6, 2013** (*El Pueblo History Museum*)

**BOARD OF GOVERNORS RETREAT**

**COMMENCE RETREAT – CALL TO ORDER**

**10:00 a.m. – 5:00 p.m.**

**Board of Governors Dinner** (*Rio Bistro Restaurant*)

**7:00 p.m.**

**THURSDAY, February 7, 2013** (*El Pueblo History Museum*)

**Board of Governors Breakfast**

**7:30 a.m. – 8:00 a.m.**

**BOARD OF GOVERNORS RETREAT** (*continued*)

**RECONVENE RETREAT – CALL TO ORDER**

**8:00 a.m. – 12:00 noon**

**THURSDAY, February 7, 2013** (*El Pueblo History Museum*)

**COMMITTEE MEETINGS**

**COMMENCE MEETINGS – CALL TO ORDER**

**12:30 p.m. – 4:00 p.m.**

Evaluation Committee (Dennis Flores, Chair) (*1 hr.*)

12:30 p.m. – 1:30 p.m.

Academic and Student Affairs Committee (Dorothy Horrell, Chair) (*30 min.*)

1:30 p.m. – 2:00 p.m.

Audit and Finance Committee (Ed Haselden, Chair) (*1 hr.*)

2:00 p.m. – 3:00 p.m.

Real Estate/Facilities Committee (Scott Johnson, Chair) (*1 hr.*)

3:00 p.m. – 4:00 p.m.

**Board of Governors and Chancellor’s Reception** (*CSU-Pueblo Campus*)

**5:30 p.m. – 7:00 p.m.**

**Board of Governors Dinner** (*The Waterfront on the Riverwalk*)

**7:30 p.m.**

**FRIDAY, February 8, 2013** (*CSU-Pueblo Campus*)

**Board of Governors Breakfast**

**7:30 a.m. – 8:00 a.m.**

**BOARD OF GOVERNORS MEETING**

**COMMENCE MEETING – CALL TO ORDER**

**8:00 a.m. – 1:00 p.m.**

**1. PUBLIC COMMENT** (*5 min.*)

8:00 a.m. – 8:05 a.m.

**2. BOARD CHAIR’S AGENDA** (*30 min.*)

8:05 a.m. – 8:35 a.m.

**3. EXECUTIVE SESSION** (*1 hr.*)

8:35 a.m. – 9:35 a.m.

**4. FACULTY & STUDENT REPRESENTATIVES’ REPORTS** (*1 hr.*)

9:35 a.m. – 10:35 a.m.

A. Faculty Reports

- CSU-Pueblo: Faculty Report – Presented by Frank Zizza (*10 min.*)
- CSU-Fort Collins: Faculty Report – Presented by Carole Makela (*10 min.*)
- CSU-Global Campus: Faculty Report – Presented by Richard Weinberger (*10 min.*)

Colorado State University System  
Board of Governors Retreat and Meeting Agenda  
February 6-8, 2013

B. Student Reports

- CSU-Pueblo: Student Report – Presented by Logan Gogarty (10 min.)
- CSU-Fort Collins: Student Report – Presented by Regina Martel (10 min.)
- CSU-Global Campus: Student Report – Presented by Kandi Brown (10 min.)

5. **CHANCELLOR’S REPORT** (30 min.) 10:35 a.m. – 11:05 a.m.

6. **PRESIDENTS’ REPORTS and CAMPUS UPDATES** (40 min.) 11:05 a.m. – 11:45 a.m.

- A. CSU-Pueblo: President’s Report – Presented by Lesley Di Mare (10 min.)
- B. CSU-Fort Collins: President’s Report – Presented by Tony Frank (20 min.)
- C. CSU-Global: President’s Report – Presented by Becky Takeda-Tinker (10 min.)

Break and Working Lunch (15 min.) 11:45 a.m. – 12:00 p.m.

7. **COMMITTEE REPORTS AND RESOLUTIONS** (40 min.) 12:00 p.m. – 12:40 p.m.

- A. **Evaluation Committee** (Dennis Flores, Chair) (10 min.)
- B. **Academic and Student Affairs Committee** (Dorothy Horrell, Chair) (10 min.)
- C. **Audit and Finance Committee** (Ed Haselden, Chair) (10 min.)
- D. **Real Estate/Facilities Committee** (Scott Johnson, Chair) (10 min.)

8. **CONSENT AGENDA** (5 min.) 12:40 p.m. – 12:45 p.m.

A. Colorado State University System

- Minutes of the December 6, 2012 Evaluation Committee Meeting
- Minutes of the December 6, 2012 Academic and Student Affairs Committee Meeting
- Minutes of the December 6, 2012 Audit and Finance Committee Meeting
- Minutes of the December 6, 2012 Real Estate/Facilities Committee Meeting
- Minutes of the December 7, 2012 Board of Governors Meeting

B. CSU-Fort Collins

- Nondelegable Personnel Actions
- 2012-13 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.3.1.b – College of Applied Human Sciences

C. CSU-Global

- Approval of Degree Candidates – Winter C Term

9. **BOARD MEETING EVALUATION** (15 min.) 12:45 p.m. – 1:00 p.m.

10. **ADJOURNMENT** 1:00 p.m.

**Next Board of Governors Meeting: May 2-3, 2013 – CSU-Fort Collins**

**APPENDIX**

- Board Correspondence
- Construction Status Reports
- Readings on Higher Education

**BOARD OF GOVERNORS RETREAT**  
**El Pueblo History Museum**  
**Pueblo, Colorado**

**RETREAT OBJECTIVES**

- **Better Understanding of CSUS 2020**
  - What are the aspirations of each of the campuses for 2020?
  - What are the challenges and opportunities to move from today to 2020?
- **Better Understanding of the CSUS Administrative Structure, Role, Competencies and Challenges**
- **Legislative Overview and Goals**
  - Understanding of potential legislation in the upcoming session
  - Overview of CSUS 2013 legislative goals/strategy
  - Understanding of the Board's views on several potential legislative issues

**WEDNESDAY, February 6, 2013**

<b>COMMENCE RETREAT – CALL TO ORDER</b>	<b>10:00 a.m. – 5:00 p.m.</b>
<b>Welcome and Opening Remarks</b> – Joseph Zimlich, Board Chair	10:00 a.m. – 10:15 a.m.
<b>System Overview</b> – Michael Martin, Chancellor	10:15 a.m. – 10:45 a.m.
<b>Colorado State University System 2020</b>	
• What are the aspirations of each of the campuses for 2020?	
• What the challenges and opportunities to move from today to 2020?	
○ CSU-Global Campus – Becky Takeda-Tinker, President	10:45 a.m. – 11:30 a.m.
○ CSU-Pueblo – Lesley Di Mare, President	11:30 a.m. – 12:15 p.m.
○ Break/Working Lunch	12:15 p.m. – 12:30 p.m.
○ CSU- Fort Collins –Tony Frank, President	12:30 p.m. – 1:45 p.m.
• <b>Discussion</b>	1:45 p.m. – 2:15 p.m.
<b>CSU System Administrative Office</b> – Michael Martin, Chancellor	2:15 p.m. – 3:00 p.m.
<b>Legislative Overview and Goals</b>	3:00 p.m. – 4:00 p.m.
• Upcoming Legislative Session	
• Overview of CSUS 2013 Legislative Goals/Strategy	
<b>Discussion of Board Issues/Concerns</b>	4:00 p.m. – 5:00 p.m.

**THURSDAY, February 7, 2013**

<b>Board of Governors Breakfast</b>	7:30 a.m. – 8:00 a.m.
<b>RECONVENE RETREAT</b>	<b>8:00 a.m. – 12:00 p.m.</b>
<b>Discussion of Board Issues/Concerns</b> ( <i>continued from previous day</i> )	8:00 a.m. – 9:30 a.m.
<b>Venture Capital Fund Presentation and Discussion</b>	9:30 a.m. – 10:30 a.m.
<b>CSU System and Campus Discussion Items</b>	10:30 a.m. – 11:30 a.m.
<ul style="list-style-type: none"><li>• Online Coordination</li><li>• Efficiency and Quality</li><li>• Colorado Commission on Higher Education (CCHE) Contracts</li><li>• Other Discussion Topics</li></ul>	
<b>Conclusion and Retreat Wrap-Up</b>	11:30 a.m. – 12:00 p.m.
<b>Board Retreat Adjournment</b>	<b>12:00 p.m.</b>

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**7:30 p.m.**

# Evaluation Committee Meeting

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BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA  
February 7, 2013

**Committee Chair:** Dorothy Horrell

**Committee Members:** Dennis Flores, Mary Lou Makepeace, Carole Makela, Richard Weinberger, Frank Zizza, Kandi Brown, Logan Gogarty, Regina Martel

**Assigned Staff:** Dr. Rick Miranda, Chief Academic Officer

I. New Degree Programs

None

II. Miscellaneous Items

Colorado State University (*Consent Agenda*)

- Approval of Manual Change/College Name Change

Colorado State University – Global Campus (*Consent Agenda*)

- Approval of Degree Candidates – Winter C Term

III. Campus Reports

Colorado State University

- Sabbatical Leaves Reports 2011- 2012

Colorado State University -- Pueblo

- Sabbatical Leaves Reports 2011 - 2012

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:

2012-13 Academic Faculty and Administrative Professional Manual Revisions:  
University Code, Section C.2.3.1.b – College of Applied Human Sciences

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.3.1.b – College of Applied Human Sciences.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revision for the 2012-13 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revision follows:

The proposed revision to the Academic Faculty and Administrative Professional Manual, University Code, Section C.2.3.1.b – College of Applied Human Sciences is requested to change the name of the College of Applied Human Sciences to the College of Health and Human Sciences. The primary reason for changing the name of the College of Applied Human Sciences to the College of Health and Human Sciences is that it is very similar to three aspirational peers - Purdue University; Penn State, and Oregon State. As with these aspirational peers, the college's intention to lead with health is that it prioritizes how the various configurations of schools and departments have an overarching goal to consider community-based health outcomes (social, behavioral, physical) in the work of the College. While Penn State has a College of Health and Human Development it still recognizes health as a priority. Oregon State recently changed its name to College of Public Health and Human Sciences for accreditation purposes, yet it still recognizes the breadth of health in the programs there. There are no colleges of Human Sciences and Health in the United States. There are also no peer universities with a College of Applied Human Sciences in the United States. And, there are no agencies that align to support human sciences above health. Finally, over 3000 students in the college are enrolled in programs in which health outcomes are an important metric of success in various educational, health promotion and intervention programs. Changing the name of the



Board of Governors of the  
Colorado State University System  
Meeting Date –February 8, 2013  
Consent Item

College of Applied Human Sciences to the College of Health and Human Sciences will help provide a unifying focus for the college.

NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
REVISIONS AND ADDITIONS – 2012-13

C.2.3.1 – Colleges and Academic Departments

b. College of ~~Applied Human Sciences~~ Health and Human Sciences

Comprising the Departments of Construction Management; Design and Merchandising; Health and Exercise Science; Food Science and Human Nutrition; Human Development and Family Studies; Occupational Therapy; the School of Education; and the School of Social Work.

Board of Governors of the  
Colorado State University System  
February 8, 2013  
Consent

\_\_\_\_\_  
Approved

MATTERS FOR ACTION:

Approval of Degree Candidates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees at the end of the Winter C Term (ending 3/3/13).

EXPLANATION:

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

The Faculty of Colorado State University – Global Campus recommends the conferral of degrees on those candidates who satisfy their requirements at the end of the Winter C Term as part of the term-based degree conferral. The Office of the Registrar has processed the applications for graduations; only those individuals who have completed all requirements will receive their degree.

Board of Governors of the  
Colorado State University System  
Meeting Date: February 8, 2013  
Report Item

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

CSU: Sabbatical Leave Summaries 2011-2012

Presented by: Rick Miranda, Provost and Executive Vice President

## **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**

#### **Cynthia Brown -- Bioagricultural Sciences and Pest Management**

Dr. Brown pursued two primary focal areas during her nine month sabbatical. The first focus was multidisciplinary, cross-ecosystem studies of the ecology of *B. tectorum* and other winter, annual grass species. The objectives of this focus were to:

- Learn more about the successful execution of large projects,
- Increase her knowledge of Great Basin ecosystems as a foundation for designing and conducting studies that compare them with ecosystems of Colorado and Wyoming,
- Lead the development of the large, multidisciplinary, multiagency, multistate collaborative project and proposal for AFRI funding.

These objectives were accomplished through: co-organizing a symposium on *B. tectorum* in agroecosystems for the Western Society of Weed Science annual meeting; continued work with the *Bromus* REEnet collaborative project; and leading a large, multidisciplinary team in the submission of a grant proposal to USDA-NIFA on climate change, *B. tectorum* and native revegetation species.

The second focus was the role of transgenerational plasticity (TGP) in *B. tectorum* invasion. The objectives of this focus were to:

- Continue the collaboration with colleagues from Gembloux Agro-BioTech (GxABT)
- Develop grant proposals to submit to the National Science Foundation and other funding agencies to study the role of TGP in *B. tectorum* invasion.

These objectives were accomplished through living and working for three months with her colleagues at GxABT in Belgium to participate in their educational and research programs and further their current collaborative projects, including the establishment of an International Memorandum of Understanding between the two universities. They continue to build the foundation for a grant proposal to study TGP.

### **Norman Dalsted -- Agricultural and Resource Economics**

Dr. Dalsted's sabbatical was focused on the Dairy Bench Marking Program and working with colleagues, in developing and presenting a program to dairy producers and lenders. Approximately 50 producers and lenders attended the one-day seminar. The title of the seminar was, "The Colorado Dairy Industry: Building Relationships between Producers and Lenders". In addition, Dr. Dalsted was able to collect financial and production data from the five dairies. This data has been incorporated into the dairy bench marking program.

During his sabbatical, his online class AREC380 was offered with 7 students enrolled. He was responsible to ensure these students completed the requirements of the course.

Dr. Dalsted wrote two articles (currently under review) which he intends to submit to the Journal of Farm Managers and Rural Appraisers. One article is entitled, "Debt Structure and Debt Carrying Capacity". The second article is "Estate Planning – Purposes and Techniques". Mr. Eric Peterson, attorney with Peterson, Rosenberg PLLC, Fort Collins, has worked with him to develop this important paper. He intends to submit the paper to the same aforementioned journal upon completion of the assessment by outside reviewers.

### **College of Applied Human Sciences**

#### **Stephanie Clemons -- Design and Merchandising**

Dr. Clemons has been researching the "place" of interior design in elementary and secondary education for several years. Her interest is focused on accurately educating students at the high school level about the career and profession of interior design.

The sabbatical focus was on secondary education; specifically Family and Consumer Science (FCS) at the tenth-twelfth grade levels. FCS educators teach interior design/housing courses in high schools across the nation. The numbers are growing with the shift moving away from housing and more toward interior design. There are forty such approved programs in Colorado alone.

Major outcomes of her sabbatical related activities are:

- Authorship of the first interior design textbook written for FCS students and teachers at the high school level. This will also be marketed to community colleges.
- Development of the first three curriculum modules for high school interior design educators on behalf of Interior Design Educators Council.
- Delivery of two, state-wide, state-funded, one-day FCS educator workshops.
- Development of a new, interior design online certificate series through DCE for FCS teachers.

- Co-Authored Fulbright Proposal Grant revisions, with colleagues at Texas Christian University. The topic is the study of interior spaces in India.
- Co-Authored the FCCLA Star Event Interior Design Scenario. This is a national competition for high school interior design students.
- Delivered a peer-reviewed workshop and paper at the American Association of Family and Consumer Sciences Annual Conference.
- Served as Chair, K-12 Network, IDEC and Chair, K-12 Task Force, IDEC.
- Received three national/state-wide awards related to professional service.

During her sabbatical she continued her service as graduate student advisor and student chapter faculty advisor; served as facilitator of student research with Governor's Mansion, Denver; provided professional service/leadership with *Journal of Interior Design*, and national *American Society of Interior Designers (ASID)*, and ASID Foundation; delivered two peer-reviewed papers at IDEC Conference; served as Expert Witness for the Colorado Interior Design Coalition to State of Colorado Senate; mentored emerging educators through first paper presentations at IDEC; co-authored a chapter in an interior design book; and attended two LEED workshops to acquire additional certifications.

### **Christine Fruhauf -- Human Development and Family Studies**

The major goals for Dr. Fruhauf's sabbatical included additional training in research methods and enhanced writing and research productivity. In particular, she participated in additional training focusing on research methods. During her sabbatical, she enhanced the quality of her grant writing as well as the number and, likely, impact of research outputs. Two aspects of her sabbatical were highly beneficial to her professional development; the first being a chance to collaborate with new colleagues and the second being able to further develop her research foci on grandparent-grandchild connections and especially on grandparents raising grandchildren. She collaborated with colleagues at Bowling Green State University, University of Northern Colorado, the University of Southern Maine, and the University of North Texas. Such collaborations resulted in a book contract with the American Psychological Association, collecting pilot data for a federal grant, submission of two letters of intent for funding, various research project collaborations, and the writing of four grant proposals.

### **College of Business**

#### **D. Todd Donavan -- Marketing**

Dr. Donavan's sabbatical leave focused on enhancing his understanding and scholarly publications in his primary research area of "Identification". Identification is when the consumer's identity or self-schema overlaps with that of another entity. This other entity can be a company, an endorser, a brand, etc.

Dr. Donovan was able to make substantial progress on a number of research projects. The manuscript entitled, "Consumer-Brand Relationships in Sport: Athlete Brand Personality and Identification", was resubmitted twice to the Journal of Sport Management. The article was accepted and is scheduled for publication in late 2012. A second manuscript entitled, "Modeling Customer Identification, Aftermarket Spending, and Shared Rituals with Durable Goods," was submitted to the Journal of the Academy of Marketing Science, a high-quality marketing journal. The article was rejected, so he is now revising it to submit to the Journal of Retailing. A third manuscript entitled, "Exploring Social Identification and Product-Endorser Fit: The Mediating Role of Endorser Identification," was also submitted to the Journal of the Academy of Marketing Science. The article was rejected, but he was given the option to resubmit it as a new manuscript. In the next three months Dr. Donovan and his co-author will resubmit a revised manuscript.

### **Suzanne Lowensohn -- Accounting**

Dr. Lowensohn served as a GASB academic fellow. She was assigned to work on GASB Statement 33 reexamination. The statement, issued in December 1998, covers revenue recognition of nonexchange transactions for governmental entities. She traced the accounting standard-setting process for this standard, beginning with task force reports to the Board, Board deliberations, an exposure draft, constituent comment letters, follow-up deliberations, and issuance of the standard. She then reviewed years of technical inquiries related to the statements, classifying them into categories for subsequent review. Working with the GASB's Director of Research and Technical Activities and the Research Manager, she prepared surveys to be administered to governmental accounting financial statement users, preparers, and auditors. She also contacted local and national representatives to seek input on the survey. Data analysis is forthcoming.

While at the GASB offices, which are shared with the Financial Accounting Foundation (FAF) and the Financial Accounting Standards Board (FASB), she had the opportunity to get involved with FAF's post-implementation review process. This process is designed to provide an independent evaluation of the effectiveness of the standard setting process for the GASB. Her work involved literature reviews related to specified GASB standards and evaluation of assessment of how well standards are meeting stated objectives.

Dr. Lowensohn's GASB work allowed her to attend a meeting of the AICPA Technical Issues Committee, a group of 20 CPA practitioner volunteers from across the country working to represent the views of local firms and their clients in the standards-setting process. She had interaction with the financial accounting leadership of the National Association of Colleges and University Business Officers. Finally, she was invited to become a member of GASB's Comprehensive Implementation Guide advisory committee, which reviews annual guidance published after standards have been issued.

During her sabbatical, she completed work as a new co-author on the 16<sup>th</sup> edition of *Accounting for Governmental & Nonprofit Entities*. This McGraw-Hill textbook is reportedly the market leader. The GNP Section secured a special issue of the Journal of Accounting Education devoted to GNP topics, and she was invited to act as a co-editor of the issue slated to be published in 2013. In her role as a Daniels Fund ethics fellow, she attended a conference on teaching business ethics sponsored by the Association to Advance Collegiate Schools of Business. She began work on a chapter she is co-authoring on outcomes assessment in accounting education and started work on two new research projects.

### **College of Engineering**

#### **Steve Rutledge -- Atmospheric Science**

Dr. Rutledge played a major role in several large U.S. and international field campaigns. These included a role as chief scientist for the Midlatitude Convective Clouds Experiment in Oklahoma, activity as a lead PI for the DYNAMO experiment in the Indian Ocean, and extensive work as a PI for the deep Convection Clouds and Chemistry Experiment (DC3) that covered three U.S. regions. A leadership role in even one of these major campaigns would be a huge effort. Clearly, Dr. Rutledge was able to fulfill his important duties on all three projects only through strong dedication to his research and by the teaching release provided by this full academic year sabbatical.

Dr. Rutledge's important leadership in these high profile campaigns has enhanced the reputation of the department, college, and university across the nation and internationally. His efforts were key to enabling the financial support and participation of numerous CSU graduate students, postdocs, and research staff. Observations from these campaigns will be used in a number of courses he is slated to teach in the next few semesters. Analysis of project findings will continue to enhance the reputation of the university and contribute to our understanding of atmospheric processes as they are analyzed and published in high quality scientific journals.

### **College of Liberal Arts**

#### **Haley Bates – Art**

Ms. Bates organized and participated in a collaborative art exhibition at CSU and participated in a second traveling exhibition. She enrolled in a semester-long group study course that focused on the introduction and implementation of 3D modeling and rapid prototyping. This experience directly influenced her studio research and production, and has led to the development of an entirely new body of work. This will enable her to knowledgeably implement aspects of digital fabrication into her course curriculum at CSU. Additionally, she served as a panel member and



breakout group session leader of the SNAG Education Dialog, part of the Society of North American Goldsmiths annual conference programming.

### **Alex Bernasek – Economics**

Dr. Bernasek's sabbatical plan was to invest time in becoming familiar with the literature on health economics and entrepreneurship in order to begin a research program with one of her colleagues, Professor David Mushinski. The research program was to involve a series of three or four papers in the area of health, health insurance, and entrepreneurship.

The first paper (Gender Differences in the Role Played by Preferences in the Decision to Become an Entrepreneur) was finished and submitted to *Small Business Economics Journal*. At their request the paper was revised and resubmitted. The second paper (The Role of Employer Sponsored Health Insurance and Preferences in Employment Transitions) was completed and submitted to the *Journal of Human Resources*. The third paper (Does Health Insurance Play a Role in Transitions from Self-Employment?) was started and is currently in progress. A fourth paper is planned that deals with heterogeneity among women who choose to become self-employed.

In addition to this new line of research, she was able to take two papers written with one of her former graduate students through the revise and resubmit process so they were both accepted for publication.

### **Elissa Braunstein – Economics**

Dr. Braunstein used her sabbatical leave to focus on research and writing, extending her extant theoretical and empirical work on the macroeconomics of gender inequality into two new areas of research: (1) the impact of economic development policies in Latin American in the 1990s and 2000s on gender inequality in employment; and (2) the political economy of human capital. She already has two publications and conference presentations related to this new work. During her sabbatical, she completed three writing projects that had been at various stages in the academic publications pipeline.

### **Courtenay Daum – Political Science**

Dr. Daum's sabbatical provided her with the opportunity to focus attention on and successfully launch two large projects that she expects to continue work on in the coming years. First, she continued her research on the role of moral considerations in the individualized decision-making of Supreme Court Justices. A significant component of her sabbatical leave was dedicated to gathering and coding the data for her selected case studies. Data collection is complete and she has begun data analysis. In addition, she has completed the theoretical framework and drafted one substantive chapter for what she expects to be a book manuscript.

Second, Dr. Daum initiated a new project on conservative political movements' use of legal rhetoric and discourse in electoral politics and public venues. This is a relatively new area of research for her. As a result, she spent a portion of her sabbatical familiarizing herself with the existing political science and legal academy literature and crafting a theoretical framework for her future research. A conference paper, "The Tea Party's 'Constitution': Restorative or Coercive Constitutionalism?" on this topic was completed during the sabbatical and will be presented at the Western Political Science Annual Meeting. She also expects to send the manuscript out for peer review.

### **Catherine DiCesare – Art**

Dr. DiCesare's sabbatical leave was dedicated to developing a new book project and a journal article on the sacred artwork and rituals of the Aztec culture of Mexico. Her research focuses on illustrated early-colonial Mexican manuscript images of Pre-Columbian festivals. During her sabbatical, Dr. DiCesare mapped out the contents of six chapters for a new book analyzing a series of festival illustrations in one particular manuscript, the important Codex Borbonicus. The first chapter sets the stage by examining the ways in which (western) binary categories for understanding time—as either linear or cyclical—have framed modern understandings of ancient indigenous rituals and festivals. The remaining five chapters are case studies of the most important festival scenes in the manuscript.

In addition to developing this new book project, she is presently completing an article-length study of one of the ceremonies, Huey Tozoztli, the "Great Vigil", which she plans to submit to the interdisciplinary journal *Ethnohistory*. This study was also accepted for presentation at the annual meeting of the College Art Association in Los Angeles. The College Art Association hosts the national conference of professional art historians, so this was an excellent opportunity to present her research to a broader scholarly community, in an interdisciplinary session on images of time in the Americas (inspired by the supposed 2012 apocalypse). Sabbatical leave afforded her time to make a research trip to the University of New Mexico in Albuquerque which houses an outstanding collection of photographic manuscript facsimiles in the Center for Southwest Research at Zimmerman Library. She made digital reproductions of numerous illustrations and textual accounts of Aztec festivals in the manuscript facsimiles. Her courses will benefit directly from my expanded collection of digital images.

Dr. DiCesare participated in the 2012 Colorado Learning and Teaching with Technology Conference at the University of Colorado at Boulder. The study of art history has long necessitated viewing images in the classroom, and new technologies can immeasurably enhance students' educational experiences by allowing them to engage with artworks in the classroom, at home, and even on mobile devices. This conference was invaluable for learning strategies to incorporate technology in ways that enhance the classroom learning experience.

### **Robert Duffy – Political Science**

Dr. Duffy continued his research and writing on energy and environmental policy. Concerns about global warming, gas prices, and international conflict have led to renewed public and scholarly interest in energy policy. More specifically, he was interested in examining the changing politics of energy in the U.S. and situating them in a discussion of broader developments in American politics. The sabbatical leave allowed him to conduct the necessary research and to have the time to complete several projects.

His primary activity was completing a co-authored manuscript on the intersection of climate, energy, and air pollution policies. He spent the first half of the summer doing background reading and collecting current data, and then devoted the rest of his time to writing. The final product, a book entitled *Integrating Climate, Energy and Air Pollution Policies*, will be published by MIT Press later this year. Dr. Duffy also completed revisions on an article about nuclear power in the United States, which was published in *Environmental Politics*. He submitted a book proposal to Westview Press for a single authored book on U.S. energy policy and politics. He recently signed a contract for the book which he plans to complete in 2013.

### **Jennifer Fish Kashay – History**

Dr. Fish Kashay benefitted from the fact that the Hawaiian Mission Children Society Library had received grants from the Institute of Museum and Library Services and the Atherton Family Foundation to begin digitizing its collections. Consequently, rather than traveling to Hawai'i, she was able to download thousands of pages of transcribed primary sources that she then used for her research. In addition, she read numerous secondary sources in order to begin to frame her research, analysis, and argument within the context of previous scholarship. Furthermore, the research she conducted during her sabbatical formed the basis for two papers that she has or will present at conferences in San Diego, Massachusetts, and Oregon during the 2012-2013 academic year. She anticipates that one of these conference papers will become a book chapter by May 2013. Finally, she has a grant proposal that is ready to send to the Houghton Library Visiting Fellowships and New England Regional Fellowship Consortium.

### **Chris Fisher – Anthropology**

Through this one-term sabbatical, Dr. Fisher was able to obtain significant external funding from the National Science Foundation and private organizations including National Geographic. He was able to publish an important article in the Proceedings of the National Academy of Sciences in addition to several smaller venues. During this time he undertook several invited presentations in Europe, the United States, and Mexico, and attended international meetings. Several critical international partnerships were forged, and laboratory analysis of archaeological materials was undertaken in Mexico.

### **Ronald Francois – Music Theater, and Dance**

In an effort to build national and international visibility for CSU's music program and the string division, Dr. Francois's sabbatical activities centered on a concert tour and master-classes with the "Duo Francois" (with pianist Dr. Silvana Santinelli). These concerts took place in Wyoming, Colorado, Texas, Canada, and Mexico. They were pleased to receive standing ovations at all of the concerts. They also received invitations to return to all of the locations they visited. The end results have proven very beneficial to recruitment visibility of the CSU music department and to the furthering of his performance activities at an international level.

### **Frederique Grim – Foreign Languages and Literatures**

Dr. Grim was able to achieve the following tasks during her sabbatical leave: a textbook on French phonetics is under contract with Georgetown University Press in collaboration with colleagues from Michigan State University and from the University of Wisconsin, Eau Clair. Two articles were written during the year, based on data presented. Both articles are submitted in refereed journals. A third article (previously rejected) on foreign language teaching assistants was reworked and submitted to *Foreign Language Annals*. To further research, a different set of data was collected and is in its initial stage of analysis. She presented at SOCALLT, a national conference, along with a departmental colleague.

Dr. Grim travelled to Tours, France to present her research on service-learning at the Institut de Lorraine conference. She submitted two grant proposals for her departmental service-learning program. The one from the Bohemian Foundation was not funded; however, the mini-grant from TILT was awarded for \$1000.

This sabbatical year also helped Dr. Grim prepare the following projects: talks at 1) the National Network for Educational Renewal (NNER) in Denver on "Service-Learning: A Tool for Learning to Teach"; 2) the ACTFL conference. She submitted an abstract for a conference talk at the American Association of Applied Linguistics in March 2013 based on research findings.

### **Tobi Jacobi – English**

During her sabbatical leave, Dr. Jacobi worked on a book-length study of the literacy practices of incarcerated women, tentatively titled *Contraband Literacies: Incarcerated Women and Writing*. The project makes visible the disconnect among an emerging body of prison literacy scholarship, a renewed disciplinary interest in non-school literacy practices, and the growing number of women in prison, many of whom could benefit from increased access to "extracurricular" opportunities to read and write. The book contributes to emerging research on non-traditional sites of literacy learning in the field of composition and rhetoric as well as a body of research on interdisciplinary prison literacy scholarship which situates writing as a radical space for identity reclamation and sociopolitical action. Her time was spent collecting qualitative data for the

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project; drafting sections of the introduction, chapter one, and chapter three; and crafting other documents related to the project (e.g. human subjects research approval and a book proposal).

In addition to work on the book project, she completed minor and final editorial work on two book chapters (in print in February and April 2012), submitted a co-authored essay to the journal *Feminist Formations*, gave an invited talk on community zine writing at the University of Wyoming, and submitted a collaborative essay proposal to *Radical Teacher* (accepted in January 2012).

### **Maria Lopez-Cabrales – Foreign Languages and Literatures**

The first two months of Dr. Lopez-Cabrales' sabbatical were spent in Fort Collins conducting preliminary literature reviews of existing research related to flamenco and the changing role of women in flamenco. She arranged for interviews and meetings for her three month stay in Spain. She finished articles on gender constructions on the lyrics of flamenco songs by women and worked on organizing texts for the homage Amanda Castro she organized in the academic journal *Confluencia*. She wrote a book review of *Suenos y verdades* by Maria Sergia Steem and the article on abandon, excision and trauma in works by two contemporary Cuban artists.

The next four months were spent in Spain working on three projects. First, she conducted interviews and pursued library and archival research relating to flamenco in Andalucia. Second, she worked closely with the female writer Pilar Paz Pasamar on her project to publish a manuscript related to her narrative works. Paz Pasamar remains an energetic 78 year old woman who has lived through the emancipation of women in Spain. She proved to be an extraordinary source for information about women and culture in Spain from dictatorship to democracy. Dr. Lopez-Cabrales' manuscript is scheduled to be published by the end of 2012 by Ediciones Alcor. Third, she worked closely with Professor Concepcion Reverte from the University of Cadiz to begin organizing the international conference of the prestigious Instituto Internacional de Literatura Iberoamericana that took place in Cadiz Spain in July 2012.

After returning from her field research in Spain, Dr. Lopez-Cabrales used the time to write. She finalized her Paz Pasamar manuscript and worked through edits from both Paz Pasamar and the editorial board. In addition to working through her interviews and research from Spain, she finalized several other articles. She continued to work on organizing the IILI Conference. In addition to being involved in the conference organization, she made important new connections with several professors and writers from Latin America, the U.S., and Europe. She attended two conferences in July 2012. She wrote the professional papers she presented at these conferences—based significantly on her earlier sabbatical field research. She published several articles, book reviews, and finalized and published an homage to Amanda Castro. She finished an article based on both her critical analysis of *El Formosa* by Luisa Futoransky and interviews she conducted with the author. She wrote and submitted two additional articles analyzing the

blogs, installations and art produced by Cuban women in the last two decades, and an article examining eroticism in contemporary literature written by women in Cuba.

### **Patrick McKee – Philosophy**

The goals of Dr. McKee's sabbatical were to: 1) update his knowledge of contemporary literature on the phenomenon of "late style" in art, and 2) continue development of a theoretical perspective on late style that articulates its philosophical, and especially its epistemological significance. This second goal was to develop and assess the hypothesis that the creative works of aging artists can express knowledge of sublimity that is consistent with cognitive developments in aging people more generally, and which has been validated by contemporary gerontological studies.

The sabbatical leave provided the time needed to make progress toward both of those goals. He has been able to study intensively a number of recent works in his subject area. Equally important, he has been able to markedly improve his grasp of late style questions by directly studying with a number of premier professional painters who are themselves conscious of late style characteristics emergent in their own work.

During the sabbatical period, Dr. McKee made presentations on the subject of the sublime in painting to a number of art conferences and workshops, including a presentation at the annual meeting of the Rocky Mountain Division of the American Association for Aesthetics, and the Department of Philosophy at Colorado State University, and organized workshops in Taos and Santa Fe, New Mexico. He has been invited to present a paper on his work at the Annual Meeting of the TRAC Representational Art Conference in Ventura, CA.

### **Patrick Plaisance – Journalism and Technical Communication**

Dr. Plaisance used his sabbatical to write the majority of a planned book project titled *Virtue in Media: The Moral Psychology of Excellence in News and PR*. The project has been the focus of much of his research activity for the last three years. Seven of the ten chapters of the book project were completed during the sabbatical and subsequent summer months. *Virtue in Media* presents quantitative and qualitative results of a multi-year study of selected "exemplars" in journalism and public relations – professionals who are widely respected in their fields for their ethical leadership. It thus establishes a profile of virtue in professional media practice by examining the experiences, perspectives, moral stances and demographic data of two dozen selected exemplars in journalism and public relations.

### **Bruce Ronda – English**

Dr. Ronda's project during his sabbatical leave was to write three chapters of his book manuscript, "The Fate of Transcendentalism". Based on PDP-funded research previously

conducted at Yale University, he completed a chapter on composer Charles Ives, focusing on his understandings of transcendentalism as reflected in his *Essays before a Sonata* and the *Concord Sonata*. Dr. Ronda completed a chapter on the twentieth-century assemblage artist Joseph Cornell, whose collection of writings and sketches called “GC44”, reflects the influence of transcendentalism as mediated through Cornell’s adherence to Christian Science. Dr. Ronda outlined and began writing a chapter made up of a series of brief sketches of five figures in the late nineteenth century whose work engages transcendentalism: clergyman Octavius Brooks Frothingham, novelist Henry James, philosopher William James, reformer Elizabeth Cady Stanton, and writer Louisa May Alcott. Finally, he rewrote and expanded an already-existing chapter on the Concord School of Philosophy (1879-1888).

In addition to this work, Dr. Ronda engaged in several other sabbatical-related projects. He completed an essay called “Perry Miller, Truman Nelson, and Thoreau’s ‘Lost Journal’”, accepted for publication by *Modern Language Quarterly*, and proposed a paper (accepted) on Louisa Alcott for a session on Alcott and theory for the American Literature Association meeting.

### **Kyle Saunders – Political Science**

The original goal of Dr. Saunders’ sabbatical was the pursuit of a solo-authored book manuscript on the increasing polarization of the active electorate. He made quite a bit of progress on the book proposal, outline, and some of the prose; however, it was decided by the series editor and publisher that further progress should wait until after the 2012 election. With that setback, Dr. Saunders turned his focus to other areas. Three article length manuscripts were submitted to journals with one already accepted and forthcoming. Two other articles are close to submission. The first solo piece is on the role of activism in polarization. The second piece explores the increasing polarization on energy attitudes using data from the University of Texas’ recent studies.

Another set of projects has yielded fruit in a co-authored piece which draws upon his knowledge of survey research, public opinion, and quantitative analysis and examines local sustainability initiatives in the United States. He and this co-author also worked on two related papers using the same dataset. The first article goes beyond the description and theory-building of the previous article. The second goes more deeply into one of the main findings of the initial piece, that universities play a large role in the sustainability practices of cities.

A second set of projects that Dr. Saunders worked on with colleagues at the University of Minnesota yielded some finished products and some exciting prospects. The first piece was presented as a conference paper at two different conferences during the sabbatical and is currently out under review at *Public Opinion Quarterly*. This manuscript extends the extant research on an important question in democratic politics: “Why do people choose to focus their cognitive and behavioral energy on participating in the political process?” In the course of these

projects, Dr. Saunders found that much of the data he would like to have does not exist. That led him to start pursuing other opportunities to collect the data.

Other professional things to note that occurred over the sabbatical: 1) completion of a book chapter, 2) one other conference paper, and 3) fielding a large number of press inquiries about American and Colorado politics and elections.

### **Jose Suarez-Garcia – Foreign Languages and Literatures**

During his sabbatical, Dr. Suarez-Garcia worked on a book on morality of Spanish Golden Age theatre. The book is an analysis of the controversy over legality and morality in Spanish Golden Age theatre. During the sabbatical, he consulted original manuscripts and old editions of texts necessary to prepare the book. He worked on a bibliography using Spanish and U.S. databases to supplement the different chapters of the book and was working with extensive readings on literary criticism that he will use to study and analyze the mentality of 16<sup>th</sup> and 17<sup>th</sup> century dramatic theory and culture.

### **College of Natural Sciences**

#### **George Barisas – Chemistry**

Dr. Barisas' sabbatical leave provided the opportunity for considerable research progress in the area of dynamics of molecules on living cell surfaces through visits to scientists abroad and through related work on campus at CSU. Five papers were submitted, four of which are now published and three abstracts were completed. Using insights obtained during this sabbatical, he has just implemented a new fluorescence correlation approach to single-molecule rotation measurements which promises much higher speed and throughput than techniques previously investigated.

A major element of Dr. Barisas' proposed leave involved application to the "Invitation Fellowship Program" of the Japan Society for the Promotion of Science (JSPS) for their long-term fellowship to visit Prof. Akihiro Kusumi's laboratory in Kyoto, Japan. He was successful in this application and received the award. However, because of very strict requirements of JSPS such matters as travel dates and travel outside Japan during award tenure, he had to decline the award and make a shorter international trip including a working visit to Prof. Kusumi's laboratory. During this visit he was able to have extended discussions with the highly-qualified members of Prof. Kusumi's lab and make efforts to recruit some of these individuals for subsequent study or training at CSU.

On this international trip, Dr. Barisas next visited the Center for Cellular and Molecular Biology, Hyderabad, India. In the course of this visit, they laid the foundation for two bi-national grant



applications. He made further efforts to recruit undergraduate, graduate and postdoctoral students for subsequent study or training at CSU.

The last venue of the trip was the “35<sup>th</sup> All-India Cell Biology Conference” in Bhubaneswar where he spoke on “Nanomaterial Probes of Membrane Dynamics”. This meeting provided an opportunity to learn about the extensive efforts the Indian government is currently making to develop science education, infrastructure, and research throughout the country. As a consequence of this meeting, he has been invited to lecture in India next fall at the Biophysical Society thematic meeting “Protein Interactions in Membranes”.

Finally, he was able, in collaboration with a colleague at Charles University, Prague, to prepare a grant application to the Czech government to support their joint project on ultra-resolution microscopy of cell surfaces.

### **C. Michael Elliott – Chemistry**

Dr. Elliott’s sabbatical was planned at the National Renewable Energy Laboratory in Golden, Colorado. The proposed work was primarily, but not exclusively, to be in the general area of Organic Photovoltaics. There was a delay in receiving his access badge to the NREL so he focused his laboratory work on the CSU campus until that time. His work here and at the NREL has been focused on learning how to apply the lamination fabrication strategies developed at NREL to the low-work-function materials developed here in his laboratory at CSU in OPV and LED applications.

Dr. Elliott anticipates there will be 3 – 4 peer-reviewed publications resulting from work conducted during this sabbatical and the follow-on work that will be done. This work will also be instrumental in securing renewal funding of his NSF grant. The expertise he has gained is being transferred to graduate students and post docs working on this grant. The closer ties he has made with scientist at NREL have provided and will continue to provide opportunities for students and post docs in his research group to go to NREL and interact with scientists there.

### **Oleg Emanouilov – Mathematics**

Dr. Emanouilov spent his sabbatical visiting the Department of Mathematics, University of Tokyo. During his stay at the University of Tokyo, he gave an intensive course for the graduate students of the Department of Mathematics on recent developments in the Calderon problem with partial Cauchy data for the two dimensional Schrodinger equation. On the basis of the materials of this short course, he developed a full course on *Inverse Problems* for graduate students at CSU. Dr. Emanouilov continued his collaboration with Professor Yamamoto at the University of Tokyo in the area of partial differential equations and inverse problems associated with partial differential equations. Four manuscripts were produced as a result of this collaborative research. These manuscripts are currently under review by three journals.

While at the University of Tokyo, he had the opportunity to get involved in the research projects of Prof. Yamamoto in collaboration with the Nippon Steel Corporation. Officials from Nippon Steel provided several very interesting problems the company is currently interested in. Dr. Emanouilov and Professor Yamamoto continued to work on their book on inverse problems on optimal control for partial differential equations. The contents of the book are based mostly on their recent research and the book is meant to target graduate students and young researchers in the area of optimal control and inverse problems.

### **Cameron Ghalambor – Biology**

During his sabbatical, Dr. Ghalambor was awarded the Good Family Visiting Faculty Research Fellow from Queen's University, Ontario, Canada. He was hosted by the Biology Department at Queens University. During his time there he gave two research seminars and interacted with various members of the Biology Department. He and his host worked on several projects together, including 1) a comparative study on the role of body mass in determining behavioral dominance in birds, 2) a review of studies documenting trade-offs between competitive ability and physiological tolerance among closely related species occurring along environmental gradients, and 3) a review of geographic variation in physiological acclimation to temperature. While in Canada, Dr. Ghalambor gave a departmental seminar at McGill University.

Dr. Ghalambor spent time in Aarhus, Denmark and at Florida State University. In Denmark, he was supported by a small fellowship that allowed him to participate in a workshop hosted by Unisense, Inc., where he learned microrespirometry techniques. These techniques allow him to measure metabolism of very small organisms and have been critical to his research examining the physiological basis of range limits and vulnerability to climate change. At Florida State University, he worked with Dr. Kim Hughes learning statistical methods for analyzing gene expression data (a component of his current NSF Career grant).

The balance of his sabbatical was spent conducting fieldwork in Ecuador and California, and starting work on a book he is co-editing entitled *Integrative Organismal Biology*. He developed an educational module focused on teaching evolution to middle school students. This module involves bringing Trinidadian guppies into the classroom, where students spend a week observing, collecting, analyzing, and interpreting data from experiments they conduct. The final month was spent working with science teachers from Windsor and Severance Middle Schools, where they implemented the module.

### **Alan Knapp – Biology**

Dr. Knapp was hosted by the Institute for Grass Studies (IGS) at Kansas State University during the fall semester. This coincided with an International Symposium on Grassland Ecology held there, which he helped organize. After participating in the symposium, he participated in efforts

at K-State and with the Konza Prairie LTER researchers to develop new syntheses products and research designed to integrate a broader understanding of grassland ecology in the US and globally.

He spent the spring semester at the Harvard Forest LTER site in Petersham, MA. He was awarded a Bullard Fellowship to support his stay there. In addition to working with colleagues there to write and publish a paper on long-term experiments in the LTER network, he was successful in being awarded a large research grant to establish a network of field experiments across the Central U.S. grasslands region to assess the sensitivity of grasslands to forecast changes in precipitation regimes. The grant was awarded early in his stay at Harvard Forest and he spent his remaining time there planning and executing the initial stages of this 5-year project.

### **Jiangguo (James) Liu – Mathematics**

Dr. Liu visited the Center for Computation & Technology at Louisiana State University. He conducted collaborative research with world-renowned experts at LSU and the Pacific Northwest National Lab on developing novel finite element methods and their parallel implementation for solving Maxwell source and eigenvalue problems, which have strong application potentials in metamaterial design. Dr. Liu gave two invited talks during the visit and is now preparing a joint research paper and a joint grant proposal. These collaborative research projects strengthen connections between Colorado State University and other land-grant universities and national lab in the U.S.

### **Warner College of Natural Resources**

#### **William Clements – Fish, Wildlife, and Conservation Biology**

Dr. Clements spent the fall semester working in the Department of Biological Sciences at Virginia Tech in Blacksburg, VA. The primary objective of this portion of the sabbatical was to assist in the development of a conceptual model to quantify the distribution and ecological effects of mercury in the South River watershed. Concentrations of mercury in water, sediments, and fish in the South River are among the highest recorded in North America. For the last several years, Dr. Clements served as a technical advisor to the South River Science Team, a collaborative group of scientists and stakeholders representing the Virginia Department of Environmental Quality, Department of Health, Department of Game and Inland Fisheries, and DuPont. The SRST serves as a focal point for technical and scientific issues related to mercury transport in aquatic ecosystems and communicating information about potential human health issues related to mercury exposure. Virginia Tech was chosen for this portion of his sabbatical because of the proximity to the South River study site and because several researchers associated with the SRST are based on campus. Dr. Clements took this opportunity to revise and update his graduate-level ecotoxicology course and to complete several manuscripts and a book chapter.

The spring semester was spent working as a visiting scientist at the National Institute of Water and Atmospheric Research (NIWA) in Hamilton, New Zealand. This specific location was selected because of the opportunity to collaborate with researchers in investigating effects of heavy metals and other contaminants on stream ecosystems. While in New Zealand, he collaborated with Dr. Karen Kidd (Canadian Rivers Institute) on a project investigating the application of context dependent responses in ecotoxicology. During his sabbatical he worked with Dr. Helen Guasch (University of Girona, Spain) on a review paper integrating field observations with experimental approaches to demonstrate causality. Both of these collaborations resulted in publications. He completed seven manuscripts which are either published or in press. He also submitted grant proposals to the U.S. Geological Survey, the Colorado Division of Wildlife, and the International Copper Association. Each of these proposals was funded.

### **Kurt Fausch – Fish, Wildlife, and Conservation Biology**

During his sabbatical, Dr. Fausch planned to write a popular book to draw the public audience into the world of stream ecologists and teach them why streams are important to all humans. He was able to research ideas and writing styles for the book and write six of the nine chapters. He traveled to Japan to film and produce videos to promote the book.

Dr. Fausch presented a seminar on his ideas to the “Stream Team” seminar series hosted by the Department of Fisheries and Wildlife, which about 200 people attended. He traveled to Berlin as an invited visiting scientist at the Institute for Freshwater Ecology and Inland Fisheries where he interacted with scientists and graduate students from five departments at the institute. He traveled to the University of Girona in northwest Spain on a travel grant from the Catalonian government and collaborated on a book chapter with Dr. Emili Garcia-Berthou. This chapter is for a book to be accessible to river managers and lay readers, and is underwritten by an international banking company interested in environmental issues. He was invited to give a keynote talk and another paper at the 7<sup>th</sup> Symposium for European Freshwater Sciences, which is where all the aquatic scientists from Europe and beyond gather every other year.

In all, Dr. Fausch moved nine manuscripts forward to the next stage of development during his sabbatical, and gave or was a coauthor on twenty presentations, most of them invited. He gave talks in Spain, Washington, Oregon, North and South Dakota, Germany, and Colorado, which included an invited plenary talk and a distinguished water seminar. He took advantage of recent contacts to present three talks at the U.S. Fish and Wildlife Service Denver Regional Office.

### **Michael Manfredo – Human Dimensions in Natural Resources**

Dr. Manfredo’s Fulbright proposal was recommended for funding but there were insufficient resources in the program to fund his request. Nonetheless, he chose to pursue the broad goals of the sabbatical: improving the application of social science in conservation. He located in Rome

and after interviewing Luigi Biotoni, the former President of the Society Conservation Biology at the University of Rome, he focused on the issue of how an integrated social science can better inform issues of conservation. He gave an invited presentation at Oxford Brookes University. At the request of then Chancellor Joe Blake and Dean Joyce Berry, Dr. Manfredo met with faculty and students at Donja Gorcia University in Podgorica, Montenegro. The purpose was to discuss collaborative partnerships in the area of protected area management and education. He also provided a three hour lecture to students in their MS program. Next, Dr. Manfredo traveled to Zurich for a planning meeting for a conference being held by the Global Risk Form. At the request of faculty from the University of Macerata, he delivered a presentation entitled "Ecotourism beyond Boundaries: International Perspectives." Dr. Manfredo attended the Society for Conservation Biology Meetings in Auckland, New Zealand where he gave two presentations and served as instructor at two workshops.

The overall goal of the sabbatical was to communicate about ways that the social sciences can better inform conservation. His approach was: 1) to develop an edited book that overviews issues of how the social sciences can work better together in advancing conservation, and 2) link that effort to co-chairing at the International Symposium for Society and Resource Management. His efforts in this were to develop a structure for the book, identify leading scientists, invite and secure their participation, addition co-editors where appropriate, secure funding to have scientist present at the conference, and secure a publisher. His own contribution to this effort was development of a chapter on Multi-Level Approaches in Human Dimensions of Natural Resources. His review of this topic cut across many areas of literature in making recommendations for the future of HDNR research and the implications for policy development. The first draft of the chapter has been circulated for initial review.

### **Christopher Myrick – Fish, Wildlife, and Conservation Biology**

This sabbatical leave provided Dr. Myrick with the opportunity to focus on research (working with students, data analyses, and writing) on four projects, leading to five publications, an additional publication in review, and another three in preparation. He completed an extension publication for a multi-institution project that he led.

Dr. Myrick wrote several proposals, including two that resulted in additional funding for his multi-institution project on alternative protein diets for rainbow trout and his project on the effects of whitewater parks on Colorado's aquatic resources. He received funding for a new project on the comparative swimming abilities of suckers found in Wyoming and Colorado in relation to fish passage and fish barrier designs. He worked closely with regional Colorado Parks and Wildlife biologists and Aquatic Nuisance Species personnel to develop management options for the increasing number of New Zealand mudsnail populations in northern Colorado.

Dr. Myrick gave eight invited talks and served on a U.S. Fish and Wildlife Service research review panel. He was lead author on an interdisciplinary manuscript on improving

undergraduate education in teaching fish biology and environmental engineering courses (currently under review). In addition, he has completed the outline of a combination distance-local course in fish physiology for working fisheries biologists and hatchery personnel.

### **John Ridley – Geosciences**

The dominant activity of Dr. Ridley's sabbatical year was writing a single-authored textbook "Ore Deposit Geology". The full draft of the book was submitted to Cambridge University Press with a planned publication date of mid-2013. This is designed as a class textbook for upper-level undergraduate and starting graduate classes in the subject globally, and as a reference for practicing professionals in the field. Most of this work was done in Fort Collins, but he took two data collection trips (Chile and Australia).

In addition to his work on the textbook, Dr. Ridley co-organized and co-chaired a session at the international ore deposit conference in Antofagasta, Chile. This included reviewing and editing of extended abstracts of contributions to the session and giving his own contributions. He gave a guest lecture at CU Boulder in an undergraduate Mineral Deposit class. He co-organized a breakout session on natural resource curricular development at the 9<sup>th</sup> Biennial Conference on University Education in Natural Resources (hosted at CSU). Finally, he gave a presentation at the San Juan Hardrock Mining and Water Quality Forum organized by the Mountain Studies Institute in Silverton, Colorado.

### **University Libraries**

#### **Louise Feldmann**

During her sabbatical, Louise conducted a research project exploring collaborations between academic and public business librarians and community entities in serving the business information needs of local entrepreneurs. Prior to embarking on her sabbatical, she was awarded the Emerald Business Research Grant Award of \$5,000 to provide financial assistance with this research. This project involved surveying and interviewing academic business librarians and Small Business Development Center (SBDC) representatives, and interviewing other community business assistance representatives who have collaborated with librarians. Her sabbatical research activities involved research design; creating survey instruments and writing interview script questions, as well as survey recruitment, interview recruitment, conducting interviews, literature reviews, and synthesizing and interpreting data.

The results of this research is of benefit to CSU Libraries, the library community overall, particularly academic business librarians, and community organizations as they consider methods of collaboration and partnerships to assist local entrepreneurs. The research found that academic librarians are to some extent collaborating with community organizations, but not on a large scale due to time and staffing constraints and lack of administrative support. Many of these

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partnerships are informal. The findings of this study, including best practices in collaboration and case studies of librarians; outreach to community groups and entrepreneurs could be useful to librarians and other organizations in establishing future arrangements. To date, no other comprehensive study such as this has been conducted that explores how academic librarians are outreaching to the business community. In the course of this research, many librarians expressed interest in the findings of this study. She will be presenting a poster session of her findings at the Colorado Association of Libraries Conference and intends to later publish the results of the research.

Stretch Goal: N/A

Strategic initiative: N/A

**MATTERS FOR ACTION:**

Sabbatical leave report from CSU-Pueblo for AY2011-2012

**RECOMMENDED ACTION:**

No action required -- report only.

**EXPLANATION:**

Presented by Richard Kreminski, Interim Provost and Vice President for Academic Affairs.

**INTRODUCTION**

This report consists of summaries of the reports prepared by the three CSU-Pueblo faculty who had sabbatical leaves in the 2011-2012 academic year.

**REPORT ON SOME CSU-PUEBLO ENROLLMENT STATISTICS**

As described in material presented at the December 2012 meeting of the CSU System Board of Governors, per section 2.11.2 (Sabbatical Leaves) of the CSU-Pueblo Faculty Handbook, "The purpose of sabbatical leave is to provide tenure contract faculty an opportunity to engage in research, scholarly or creative activity, or otherwise enhance professional stature as teachers and scholars." 2.11.2.2.i states in part that "Sabbatical leaves will be granted on the merits of the faculty member's application, the availability of funds, and institutional priorities... Faculty members must demonstrate in writing, as part of their application, a well structured plan involving research, scholarly or creative activity, study for advanced degrees outside their primary discipline, or other activities which will result in the faculty member's professional growth, increase the overall level of knowledge in the leave holder's area of expertise, and enhance the institution's reputation, and the students' educational experience."

Per section 2.11.2.4 of the CSU-Pueblo Faculty Handbook, faculty who received sabbatical leave submit a final report within three months of the end of the sabbatical period to their department chair (who forwards it to the respective Dean and Provost), which includes a summary of activities undertaken and benefits accrued. The material below for sabbaticals from the 2011-2012 academic year are somewhat dated since the



sabbaticals all happened to occur in the Fall 2011 semester.

### **George Dallam, Professor of Exercise Science**

Professor Dallam developed a book proposal and completed about half a draft on the topic of coaching in triathlon (Teaching and Coaching in Triathlon), to be published by Coaches' Choice publishers perhaps by the end of 2012. He also received invitations to submit book chapters for two books. The chapters were extensively referenced scientific application chapters as listed below. Both books were to be published in 2012 by Human Kinetics publishers:

-Dallam, G. Running Base Training. Invited Chapter author for chapters 7, 13 and 26 in Triathlon Science, a book that was to be published by Human Kinetics in 2012.

In collaboration with Dr. Carol Foust, Professor Dallam's department chair, the two completed and submitted a research paper addressing their diabetes risk factor reduction project which was accepted for publication:

-Dallam, G. and Foust, C. A Comparative Approach to Using the Diabetes Prevention Program to Reduce Diabetes Risk in a Worksite Setting, accepted for publication in 2012 by the journal *Health Promotion Practice*.

Professor Dallam also provided an invited three day workshop with the 160<sup>th</sup> Special Operations Regiment (Airborne) addressing effective running mechanics and training methods at Ft. Campbell, Kentucky on August 12-14, 2011. The workshop was orchestrated by Jon Carlock, a CSU-Pueblo graduate and former student, who worked for a number of years for the United States Olympic Committee in strength and conditioning and was recruited for his current position to work with our military's elite Special Forces units in recognition of those accomplishments (and is the first strength and conditioning professional brought into the Special Forces arena for that purpose).

Finally, Professor Dallam developed both pilot data and additional reference material for an ongoing research project on nasal breathing among athletes. The pilot data were encouraging, and so there were plans to continue investigations in spring and fall 2012.

### **Scott Eriksen, Professor of Accounting**

Dr. Eriksen spent time becoming familiar with structural equation modeling including with a software application, SmartPLS for path modeling with latent variables - this trained him somewhat in more quantitative methods, given that much of his research at CSU-Pueblo has heretofore been qualitative. He also cowrote three articles for a spanish finance journal, *Estrategia Financiera* (i.e. Strategic Finance), the first two of which deal with Dodd-Frank (i.e. with Wall Street reform and the consumer protection act of 2010):

-“La nueva reforma del sistema financiero USA (I)”, Scott Eriksen and Ignacio Urruita, *Estrategia Financiera*, expected March-April 2012.

-“La nueva reforma del sistema financiero USA (II)”, Scott Eriksen and Ignacio Urruita,

*Estrategica Financiera*, expected May-June 2012.

The third article submission concerned the proposed update to the Committee of Sponsoring Organizations (COSO) of the Treadway Commission's internal control-integrated framework, identified by the Securities and Exchange Commission as an appropriate framework for management's evaluation of internal controls (as required by section 404 of Sarbanes Oxley). Professor Eriksen also began a new research project with a former colleague, Dr. Arsen Djatej, to examine correlations between corporate governance structure variables and earnings management.

### **Margaret Kleszynski, Collection Development Librarian and Associate Professor**

Through a literature review and a survey emailed to contacts within CSU-Pueblo's peer institutions, Professor Kleszynski examined the transformation of traditional print collection development and acquisitions as they are impacted by academic libraries' movements toward collections in electronic formats within the past decade (investigating the concept of "disruptive acquisitions" as described in the literature, i.e. this print to electronic shift). The survey elicited responses about possible changes or transformations in collection development and/or in the roles of collection managers in libraries such as ours. For instance, is there increased collaboration between collection management and other areas of the library and/or parent institutions as a result of the digital revolution? The survey was sent to 48 librarians in both our old and new peer institutions using SurveyMonkey (and yielded a 33% response rate). It was also mailed to a select group of 16 Colorado public libraries of varying sizes. (While the response rate of the public libraries was too low to be statistically valid, comments soliciting concerns regarding the future of collection management yielded valuable insights.) The results were presented at the Colorado Association of Libraries conference in Loveland, Colorado in October 2011 (and was submitted as part of the sabbatical report process).

Among the findings: 73.3% of the academic responders were the head supervisor of collection management, were staff supervisors of at least 1 person, in their libraries and held faculty status with 3 times more Assistant Professors than Associate or Full. 60% of responders said the number of staff managing print resources in the past 5 years has remain unchanged, while 40% reported a decrease. 66% reported that their library had created new staff positions to handle electronic resources in the past 5 years, while 33% cited no new staff positions. 93.3% of responders said they did not approve and sign licenses for electronic resources, 6.7% answered that they did. 71.3% of responders strongly agreed, agreed, or somewhat agreed that staffing changes in collection management have been driven by the increase in purchasing and licensing of electronic resources. 85.7% either strongly agreed, agreed, or somewhat agreed that increased purchasing of electronic resources in their library has caused increased collaboration between collection management and other departments. 64% strongly agreed, agreed, or somewhat agreed that campus faculty in various subject areas have the greatest influence over decisions to purchase new electronic resources in their library while 78.4% agreed that subject librarians have the greatest influence over decisions to purchase new electronic resources. All responders agreed that resource sharing agreements such as

consortial or system agreements have impacted decisions to acquire new electronic resources within their library. Based on a literature review in this area, the survey results and personal experience as a collection manager, electronic resource acquisition requires new skills including the ability to manage and provide access to new electronic resources while balancing budgets and continuing to provide still needed print resources, and any other creative endeavors that will help provide services and programming to meet library needs of now and future students, faculty and other library clientele. New technologies require a focus on sustainable tools to support information-seeking behavior of researchers, interactivity, and immediacy of access.

This type of analysis helps address the question: should Information Management departments such as CSU-Pueblo look at changing staff job descriptions to align with a procurement/process model, or should we continue to base job descriptions on managing formats? From the survey results, 6 Librarians of the 14 total respondents (43%) handle both print and E-resources, while 8 of the 14 (57%) manage some formats but not both print and E-resources – so for a slight majority of respondents, staffing is changing to handle different formats. Institutions such as CSU-Pueblo could change staffing to align with what other libraries are currently doing.

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
AUDIT and FINANCE COMMITTEE MEETING AGENDA  
February 7, 2013**

**Finance**

1. **Discussion/Presentation** – State budget update 10 min
2. **Discussion/Presentation** – Campus budget update 20 min
3. **Discussion/Presentation** - FY 2013 2<sup>nd</sup> quarter consolidated income statement 10 min
4. **Discussion/Presentation/Action** – Discussion of bond refunding opportunities and Adoption of resolution increasing the amount of authorized refunding from \$150 million to \$225 million due to better market conditions 15 min
  - Refunds all 2005 and 2007 series bonds
  - Creates level debt service for CSU-Pueblo Housing project
  - Eliminates the 2007 escrow account
  - Total PV (present value) savings of

**Audit**

5. **Discussion/Presentation** – Status of FY 2012-2013 Audit Plan 5 min
6. **Discussion/Presentation** – Status of Past Due Recommendations 5 min
7. **Discussion/Presentation** – Current Topics 10 min
  - Staffing
  - Professional Development
  - Internal Audit Self Assessment



# Audit and Finance Committee

## February 7, 2013

**BOARD OF GOVERNORS** *of the*  
**COLORADO STATE UNIVERSITY SYSTEM**

# Agenda Item #1

## State Budget Update

- Great news, revenues coming to the state are up. In fact by over \$700 million since this time last year.
- Approximately \$150 million is uncommitted
- The Governor recommended, and the JBC has supported \$36 million in new funding for institutions next year (base building)
- The CSU System should see about 20% of this or about \$7 million
- Higher education was recently successful in convincing elected officials to add an additional \$10 million on top of the other new money. CSU System will see \$1.8 million of this.
- Working with elected officials to see if this \$10 million cannot be increased to \$20 million and provided for 2 years.
- Will know once the March revenue forecast comes out and hopefully confirms revenues are holding or increasing.

# Agenda Item #2 Campus Budget Update

**FY14 Draft Incremental E&G Budget - V.2.1**  
**Colorado State University - Fort Collins**  
 Wednesday, January 23, 2013

	<u>Scenario VIII</u>
<b>New Resources</b>	
Tuition	
Undergraduate (Rug 9%, NRUG 3%)	\$ 13,217,000
Undergraduate-Enrollment Growth (Net Discounts)	4,452,200
Graduate (RG & NRG 5%)	1,315,310
Professional Veterinary Medicine (RES & NRES 5%)	683,700
Differential Tuition and Graduate Program Charges	4,424,425
Total Tuition	<u>24,092,635</u>
Facilities and Administrative Recovery Increase	1,105,000
State Funding Impact	5,400,000
	<u>\$ 30,597,635</u>
<b>New Expenses</b>	
Financial Aid/Scholarship Inflation - CTC + Science Fair + Athletics	2,345,740
Academic Tuition Sharing	1,629,868
Graduate School Tuition Pool for GTA/GRAs	1,000,000
Salaries and benefits - 3% (FAC, AP, SC, GT, Adjuncts)	8,484,062
Faculty Promotions	550,000
Other Mandatory Costs (utilities for new facilities and debt service)	4,514,000
Deployment of Differential Tuition and Graduate Program Charges	4,453,993
University Program and Deferred Maintenance Reserves	2,000,000
Commitments/Quality Enhancements	5,619,973
Unit Expense Reductions	-
	<u>\$ 30,597,635</u>
<b>Net</b>	<u><u>-</u></u>



CSU System Board of Governors - February 2013  
 CSU-Pueblo E & G Budget  
 FY 2012-2013

21-Jan-2013

E & G Revenue	Budget	Actual		E & G Expense	Budget	Actual	
		as of 12/31/12	Projected			as of 12/31/12	Projected
General Fund (FFS)	\$ 5,955,403	2,757,115	5,515,000	Instruction	\$ 20,419,878	8,131,211	19,366,000
Tuition	\$ 22,510,706	10,801,491	21,208,000	Academic Support	\$ 5,205,348	2,540,615	4,790,000
College Opportunity Fund (COF)	\$ 7,736,022	3,014,574	6,317,000	Student Services	\$ 6,104,239	2,286,170	5,200,000
Differential Tuition	\$ 988,651	369,241	832,000	Institutional Support	\$ 5,468,105	1,458,968	4,500,000
Non-Resident Tuition	\$ 7,622,076	3,468,867	6,754,000	Operations & Maintenance	\$ 6,969,804	3,615,717	6,800,000
Program/Course/Department Fees	\$ 41,902	104,610	234,000	Grants Administration	\$ 134,400	0	120,000
Student Tech Fees	\$ 831,539	365,481	721,000	Scholarships (FA)	\$ 4,780,393	1,899,036	3,700,000
Miscellaneous Fees	\$ 249,313	163,952	266,000	Public Service	\$ 63,459	35,031	50,000
Investments	\$ 117,954	2,137	59,000	Research	\$ 175,000	73,312	175,000
Miscellaneous Revenue	\$ 997,812	214,312	418,000	Transcripts and Diplomas	\$ 75,000	30,907	70,000
Indirect Cost Recoveries	\$ 215,072	107,322	223,000	Budget Clearing	\$ (3,814)		
Gifts - Pepsi Partnership	\$ 23,163	-	23,163				
Board Support	\$ 2,102,199	-	2,102,199				
<b>Total E &amp; G Revenue</b>	<b>\$ 49,391,812</b>	<b>21,369,102</b>	<b>44,672,362</b>	<b>Total E &amp; G Expense</b>	<b>\$ 49,391,812</b>	<b>20,070,967</b>	<b>44,771,000</b>
				<b>NET</b>		<b>NET</b>	<b>-98,638</b>

# Agenda Item #3 Quarterly Financial Update

**Board of Governors of the Colorado State University System Rollup  
FY 2013 First Quarter Income Statement - GAAP Basis**

	FY 2011	FY 2012	FY 2013	FY 2013	FY 2013	%
	Actual	Actual	Original	Dec 31, 2012	Dec 30, 2012	Variance
			Annual Budget	Q2 Actual	Q2 Budget	
<b>Revenues</b>						
Tuition & Fees	296,884,158	339,661,997	366,180,683	188,675,142	185,864,367	-1.5%
Fee for Service	87,609,997	67,931,626	64,638,415	32,099,244	32,116,403	0.1%
Grants & Contracts	294,642,102	335,487,589	288,316,757	133,060,910	138,545,644	4.1%
Sales & Services of Educational Departments	22,709,437	25,778,887	27,273,918	13,032,442	13,549,500	4.0%
Sales & Services of Auxiliary Enterprises	135,653,794	139,379,652	145,810,366	78,215,209	77,475,618	-0.9%
Other Sources	6,105,637	6,128,361	6,662,581	3,330,163	3,414,421	2.5%
<b>Total Revenues</b>	<b>843,605,125</b>	<b>914,368,112</b>	<b>898,882,720</b>	<b>448,413,110</b>	<b>450,965,951</b>	<b>0.6%</b>
<b>Expenditures</b>						
Instruction	222,890,733	232,345,740	244,181,574	116,379,501	116,776,490	0.3%
Research	182,451,385	186,610,390	195,308,277	89,528,113	92,748,616	3.6%
Public Service	97,867,829	136,907,209	73,399,593	32,259,463	32,733,703	1.5%
Academic Support	58,373,187	62,629,099	65,979,930	33,417,770	33,621,664	0.6%
Student Services	33,108,729	36,241,226	43,001,031	18,904,625	19,193,099	1.5%
Institutional Support	41,914,721	47,890,370	46,717,674	27,174,985	26,760,372	-1.5%
Operation of Plant	52,837,447	59,576,371	61,320,875	26,568,739	25,916,982	-2.5%
Scholarships & Fellowships	16,608,005	16,113,927	19,414,668	9,865,572	9,841,886	-0.2%
Auxiliary Expenditures	119,083,027	125,717,349	130,363,390	68,339,720	66,942,644	-2.0%
Depreciation	54,290,294	66,414,037	73,912,032	34,412,921	34,895,656	1.4%
<b>Total Expenditures</b>	<b>879,425,357</b>	<b>970,445,718</b>	<b>953,599,044</b>	<b>456,851,409</b>	<b>459,431,111</b>	<b>0.6%</b>
Operating Income (Loss)						
<b>Non-operating Revenues (Expenses)</b>						
State Appropriations	5,700,000	2,450,000	2,000,000	428,659	429,000	0.1%
Stabilization Funds	6,030,166	-	-	-	-	
Gifts	24,941,664	31,918,891	33,700,000	13,984,606	14,015,000	0.2%
Investment Income	6,927,915	6,608,596	5,417,954	2,961,797	2,962,386	0.0%
Interest Expense on Capital Debt	(17,816,665)	(18,697,191)	(21,231,791)	(8,949,497)	(8,963,304)	0.2%
Federal Grants/Contracts	34,564,312	34,378,526	35,500,000	17,253,157	17,325,000	0.4%
Other Non-operating Revenues (Expenses)	4,183,988	4,523,564	4,790,000	2,396,007	2,393,466	-0.1%
<b>Net Non-operating Revenues</b>	<b>64,531,379</b>	<b>61,182,386</b>	<b>60,176,163</b>	<b>28,074,729</b>	<b>28,161,548</b>	<b>0.3%</b>
<b>Income (Loss) Before other Items</b>	<b>64,531,379</b>	<b>61,182,386</b>	<b>60,176,163</b>	<b>28,074,729</b>	<b>28,161,548</b>	<b>0.3%</b>
<b>Capital Revenues, Expenses, or Transfers</b>						
State Capital Appropriations	14,048,787	1,644,174	1,570,000	10,367	10,000	-3.5%
Federal Capital Grants	7,941,784	10,193,726	5,000,000	1,338,244	1,338,000	0.0%
Capital Gifts	4,931,106	51,532,181	15,000,000	9,816,121	9,816,000	0.0%
Transfers (To)/From Governing Boards & Other Agencies	213,710	(220,046)	2,308,590	578,393	2,953,295	410.6%
Permanent Endowment Addition	2,300,710	2,324,184	2,000,000	-	-	
<b>Capital Revenues, Expenses, or Transfers</b>	<b>29,436,097</b>	<b>65,474,219</b>	<b>25,878,590</b>	<b>11,743,125</b>	<b>14,117,295</b>	<b>20.2%</b>
<b>Extraordinary/unusual items</b>						
Extraordinary/unusual items	-	1,152,801	-	(3,908,988)	(3,909,000)	
<b>Total extraordinary/unusual items</b>	<b>-</b>	<b>1,152,801</b>	<b>-</b>	<b>(3,908,988)</b>	<b>(3,909,000)</b>	
<b>Net Increase (Decrease) in Net Assets</b>	<b>93,967,477</b>	<b>127,809,406</b>	<b>86,054,753</b>	<b>35,908,866</b>	<b>38,369,843</b>	<b>6.9%</b>

**Board of Governors of the Colorado State University System Office  
FY 2013 First Quarter Income Statement - GAAP Basis**

	FY 2011 Actual	FY 2012 Actual	FY 2013 Original Annual Budget	FY 2013 Dec 31, 2012 Q2 Actual	FY 2013 Dec 30, 2012 Q2 Budget	%
						Variance
<b>Revenues</b>						
Tuition & Fees	-	-	-	-	-	
Fee for Service	-	-	-	-	-	
Grants & Contracts	-	-	-	-	-	
Sales & Services of Educational Departments	-	-	-	-	-	
Sales & Services of Auxiliary Enterprises	-	-	-	-	-	
Other Sources	-	-	-	-	-	
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Expenditures</b>						
Instruction	-	-	-	-	-	
Research	-	-	-	-	-	
Public Service	-	-	-	-	-	
Academic Support	-	-	-	-	-	
Student Services	-	-	-	-	-	
Institutional Support	4,081,718	4,433,522	5,158,590	2,241,626	2,579,295	-13%
Operation of Plant	-	-	-	-	-	
Scholarships & Fellowships	-	-	-	-	-	
Auxiliary Expenditures	-	-	-	-	-	
Depreciation	-	-	-	-	-	
<b>Total Expenditures</b>	<b>4,081,718</b>	<b>4,433,522</b>	<b>5,158,590</b>	<b>2,241,626</b>	<b>2,579,295</b>	<b>-13%</b>
Operating Income (Loss)	(4,081,718)	(4,433,522)	(5,158,590)	(2,241,626)	(2,579,295)	-13%
<b>Non-operating Revenues (Expenses)</b>						
State Appropriations	-	-	-	-	-	
Stabilization Funds	-	-	-	-	-	
Gifts	-	-	-	-	-	
Investment Income	20,981	12,646	-	-	-	
Interest Expense on Capital Debt	-	-	-	-	-	
Federal Grants/Contracts	-	-	-	-	-	
Other Non-operating Revenues (Expenses)	-	-	-	-	-	
<b>Net Non-operating Revenues</b>	<b>20,981</b>	<b>12,646</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Income (Loss) Before other Items</b>	<b>(4,060,737)</b>	<b>(4,420,876)</b>	<b>(5,158,590)</b>	<b>(2,241,626)</b>	<b>(2,579,295)</b>	<b>-13%</b>
<b>Capital Revenues, Expenses, or Transfers</b>						
State Capital Appropriations	-	-	-	-	-	
Federal Capital Grants	-	-	-	-	-	
Capital Gifts	158,000	(158,000)	-	-	-	
Transfers (To)/From Governing Boards & Other Agencies	4,708,721	4,732,569	5,158,590	2,292,858	2,579,295	-11.1%
Permanent Endowment Addition	-	-	-	-	-	
<b>Capital Revenues, Expenses, or Transfers</b>	<b>4,866,721</b>	<b>4,574,569</b>	<b>5,158,590</b>	<b>2,292,858</b>	<b>2,579,295</b>	<b>-11.1%</b>
<b>Net Increase (Decrease) in Net Assets</b>	<b>805,984</b>	<b>153,693</b>	<b>-</b>	<b>51,232</b>	<b>-</b>	

**COLORADO STATE UNIVERSITY - GLOBAL CAMPUS**  
**FY 2013 First Quarter Income Statement - GAAP Basis**

	FY 2011	FY 2012	FY 2013 Original	FY 2013 Dec 31, 2012	FY 2013 Dec 30, 2012	%
	Actual	Actual	Annual Budget	Q2 Actual	Q2 Budget	Variance
<b>Revenues</b>						
Tuition & Fees	16,599,235	25,040,384	35,996,400	15,600,895	15,132,000	3.10%
Fee for Service	-	-	-	-	-	-
Grants & Contracts (Student Pell)	1,928,708	2,966,981	4,450,000	2,045,417	2,045,417	0.00%
Sales & Services of Educational Departments	-	-	-	-	-	-
Sales & Services of Auxiliary Enterprises	-	-	-	-	-	-
Other Sources	54,308	46,779	75,000	32,444	33,375	-2.79%
<b>Total Revenues</b>	<b>18,582,251</b>	<b>28,054,144</b>	<b>40,521,400</b>	<b>17,678,756</b>	<b>17,210,792</b>	<b>2.72%</b>
<b>Expenditures</b>						
Instruction	3,093,652	4,248,158	6,978,592	2,879,784	3,140,366	-8.30%
Research	-	-	-	-	-	-
Public Service	-	-	-	-	-	-
Academic Support	1,501,918	2,039,539	1,932,875	1,043,096	996,438	4.68%
Student Services	4,667,014	5,821,621	12,242,120	3,593,361	4,284,742	-16.14%
Institutional Support	1,619,600	3,989,207	2,958,267	1,916,805	1,886,685	1.60%
Operation of Plant	101,554	164,366	172,382	96,391	96,391	0.00%
Scholarships & Fellowships	1,928,708	2,966,981	4,809,964	2,267,142	2,244,799	1.00%
Auxiliary Expenditures	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>12,912,446</b>	<b>19,229,872</b>	<b>29,094,200</b>	<b>11,796,579</b>	<b>12,649,421</b>	<b>-6.74%</b>
Operating Income (Loss)	5,669,805	8,824,272	11,427,200	5,882,177	4,561,371	28.96%
<b>Non-operating Revenues (Expenses)</b>						
State Appropriations	-	-	-	-	-	-
Stabilization Funds	-	-	-	-	-	-
Gifts	-	-	-	-	-	-
Investment Income	23,795	(8,877)	-	-	-	-
Interest Expense on Capital Debt	-	-	-	-	-	-
Federal Grants/Contracts	-	-	-	-	-	-
Other Non-operating Revenues (Expenses)	-	-	-	(1,267,543)	(1,267,534)	0.00%
<b>Net Non-operating Revenues</b>	<b>23,795</b>	<b>(8,877)</b>	<b>-</b>	<b>(1,267,543)</b>	<b>(1,267,534)</b>	<b>0.00%</b>
<b>Income (Loss) Before other Items</b>	<b>5,693,600</b>	<b>8,815,395</b>	<b>11,427,200</b>	<b>4,614,634</b>	<b>3,293,837</b>	<b>40.10%</b>
<b>Capital Revenues, Expenses, or Transfers</b>						
State Capital Appropriations	-	-	-	-	-	-
Federal Capital Grants	-	-	-	-	-	-
Capital Gifts	-	-	-	-	-	-
Transfers (To)/From Governing Boards & Other Agencies	(34,000)	(116,765)	-	-	-	-
Permanent Endowment Addition	-	-	-	-	-	-
<b>Capital Revenues, Expenses, or Transfers</b>	<b>(34,000)</b>	<b>(116,765)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Increase (Decrease) in Net Assets</b>	<b>5,659,600</b>	<b>8,698,630</b>	<b>11,427,200</b>	<b>4,614,634</b>	<b>3,293,837</b>	<b>40.10%</b>

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Original Budget	FY 2013 Dec. 31, 2012 Actual	FY 2013 Adj. Annual Budget	% Variance
<b>Revenues</b>						
Tuition & Fees	253,877,125	285,492,411	300,700,000	157,077,435	154,516,011	2%
State Fee for Service	79,649,986	62,054,106	58,683,012	29,341,506	29,138,701	1%
Grants & Contracts	281,196,370	322,233,622	272,000,000	126,024,203	131,397,521	-4%
Sales & Services of Educational Departments	22,358,310	25,468,096	26,900,000	12,813,831	13,343,845	-4%
Sales & Services of Auxiliary Enterprises	123,366,310	125,963,290	131,700,000	67,144,924	66,892,843	0%
Other Sources	5,362,198	5,824,124	5,800,000	2,901,796	2,987,255	-3%
<b>Total Revenues</b>	<b>765,810,299</b>	<b>827,035,649</b>	<b>795,783,012</b>	<b>395,303,695</b>	<b>398,276,176</b>	<b>-1%</b>
<b>Expenditures</b>						
Instruction	198,746,871	206,446,180	215,000,000	104,681,287	104,754,931	0%
Research	182,192,414	186,383,687	195,000,000	89,454,801	92,674,630	-4%
Public Service	93,919,831	135,264,616	72,000,000	31,535,304	32,033,906	-2%
Academic Support	50,831,534	54,073,954	58,000,000	28,709,481	29,178,405	-2%
Student Services	21,632,816	23,080,416	24,000,000	11,869,247	11,528,901	3%
Institutional Support	32,610,722	33,984,886	36,500,000	21,728,444	21,096,926	3%
Operation of Plant	47,339,278	53,250,400	54,000,000	22,678,963	22,246,344	2%
Scholarships & Fellowships	9,395,117	8,098,436	9,700,000	4,790,512	4,899,500	-2%
Auxiliary Expenditures	106,658,918	112,711,435	115,700,000	59,374,401	58,437,878	2%
Depreciation	48,897,573	59,944,127	67,200,000	31,056,905	31,539,640	-2%
<b>Total Expenditures</b>	<b>792,225,074</b>	<b>873,238,137</b>	<b>847,100,000</b>	<b>405,879,345</b>	<b>408,391,061</b>	<b>-1%</b>
Operating Income (Loss)	(26,414,775)	(46,202,488)	(51,316,988)	(10,575,650)	(10,114,885)	
<b>Non-operating Revenues (Expenses)</b>						
State Appropriations	5,700,000	2,450,000	2,000,000	428,659	429,000	
State Fiscal Stabilization	5,398,685	-	-	-	-	
Gifts	23,460,914	29,925,436	32,000,000	13,364,606	13,365,000	0%
Investment Income	6,621,015	6,234,490	5,300,000	2,926,916	2,927,000	0%
Interest Expense on Capital Debt	(14,892,360)	(15,256,306)	(17,700,000)	(8,324,256)	(8,324,000)	0%
Federal nonoperating grants and contracts	23,862,926	24,006,000	25,000,000	12,599,972	12,600,000	0%
Other Non-operating Revenues (Expenses)	4,672,540	4,744,740	5,000,000	3,808,263	3,808,000	0%
<b>Net Non-operating Revenues</b>	<b>54,823,720</b>	<b>52,104,360</b>	<b>51,600,000</b>	<b>24,804,160</b>	<b>24,805,000</b>	<b>0%</b>
<b>Income (Loss) Before other Items</b>	<b>28,408,945</b>	<b>5,901,872</b>	<b>283,012</b>	<b>14,228,510</b>	<b>14,690,115</b>	
<b>Capital Revenues, Expenses, or Transfers</b>						
State Capital Appropriations	1,779,081	360,483	1,570,000	10,367	10,000	4%
Federal Capital Grants	7,941,784	10,193,726	5,000,000	1,338,244	1,338,000	0%
Capital Gifts	4,773,106	51,690,181	15,000,000	9,816,121	9,816,000	0%
Transfers (To)/From Governing Boards & Other Agencies	(4,037,707)	(4,331,551)	(4,400,000)	(1,516,615)	(1,517,000)	0%
Permanent Endowment Addition	2,300,710	2,324,184	2,000,000	-	-	0%
<b>Capital Revenues, Expenses, or Transfers</b>	<b>12,756,974</b>	<b>60,237,023</b>	<b>19,170,000</b>	<b>9,648,117</b>	<b>9,647,000</b>	<b>0%</b>
<b>Extraordinary/unusual items</b>						
Extraordinary/unusual items	-	1,152,801	-	(3,908,988)	(3,909,000)	0% *
<b>Total extraordinary/unusual items</b>	<b>-</b>	<b>1,152,801</b>	<b>-</b>	<b>(3,908,988)</b>	<b>(3,909,000)</b>	
<b>Net Increase (Decrease) in Net Assets</b>	<b>41,165,919</b>	<b>67,291,696</b>	<b>19,453,012</b>	<b>19,967,639</b>	<b>20,428,115</b>	

**\*Note:**

**Extraordinary/unusual items:**

Unusual item: CSFS Transfer to the State	(6,250,775)
Extraordinary item: Final insurance recover pmt ERL	2,341,787
	<u>(3,908,988)</u>

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

	FY 2011 Actual	FY 2012 Actual	FY 2013 Original Budget	FY 2013 December 31, 2012 Actual	FY 2013 Adj. Q2 Budget	% Variance
<b>Revenues</b>						
Tuition & Fees	26,407,798	29,129,202	29,484,283	15,996,812	16,216,356	-1%
Fee for Service	7,960,011	5,877,520	5,955,403	2,757,738	2,977,702	-7%
Grants & Contracts	11,517,024	10,286,986	11,866,757	4,991,290	5,102,706	-2%
Sales & Services of Educational Departments	351,127	310,791	373,918	218,611	205,655	6%
Sales & Services of Auxiliary Enterprises	12,287,484	13,416,362	14,110,366	11,070,285	10,582,775	5%
Other Sources	689,131	257,458	787,581	395,923	393,791	1%
<b>Total Revenues</b>	<b>59,212,575</b>	<b>59,278,319</b>	<b>62,578,308</b>	<b>35,430,659</b>	<b>35,478,983</b>	<b>0%</b>
<b>Expenditures</b>						
Instruction	21,050,210	21,651,402	22,202,982	8,818,430	8,881,193	1%
Research	258,971	226,703	308,277	73,312	73,986	1%
Public Service	3,947,998	1,642,593	1,399,593	724,159	699,797	-3%
Academic Support	6,039,735	6,515,606	6,047,055	3,665,193	3,446,821	-6%
Student Services	6,808,899	7,339,189	6,758,911	3,442,017	3,379,456	-2%
Institutional Support	3,602,681	5,482,755	2,100,817	1,288,110	1,197,466	-8%
Operation of Plant	5,396,615	6,161,605	7,148,493	3,793,385	3,574,247	-6%
Scholarships & Fellowships	5,284,180	5,048,510	4,904,704	2,807,918	2,697,587	-4%
Auxiliary Expenditures	12,424,109	13,005,914	14,663,390	8,965,319	8,504,766	-5%
Depreciation	5,392,721	6,469,910	6,712,032	3,356,016	3,356,016	0%
Other Expenses						
<b>Total Expenditures</b>	<b>70,206,119</b>	<b>73,544,187</b>	<b>72,246,254</b>	<b>36,933,859</b>	<b>35,811,334</b>	
Operating Income (Loss)	(10,993,544)	(14,265,868)	(9,667,946)	(1,503,200)	(332,352)	
<b>Non-operating Revenues (Expenses)</b>						
State Appropriations						
State Fiscal Stabilization	631,481	-	-	-	-	
Gifts	1,480,750	1,993,455	1,700,000	620,000	650,000	-5%
Investment Income	262,124	370,337	117,954	34,881	35,386	-1%
Interest Expense on Capital Debt	(2,924,305)	(3,440,885)	(3,531,791)	(625,241)	(639,304)	2%
Federal Grants/Contracts	10,701,386	10,372,526	10,500,000	4,653,185	4,725,000	-2%
Other Non-operating Revenues (Expenses)	(488,552)	(221,176)	(210,000)	(144,713)	(147,000)	2%
<b>Net Non-operating Revenues</b>	<b>9,662,883</b>	<b>9,074,257</b>	<b>8,576,163</b>	<b>4,538,112</b>	<b>4,624,082</b>	
<b>Income (Loss) Before other Items</b>	<b>(1,330,661)</b>	<b>(5,191,611)</b>	<b>(1,091,783)</b>	<b>3,034,912</b>	<b>4,291,731</b>	
<b>Capital Revenues, Expenses, or Transfers</b>						
State Capital Appropriations	12,269,706	1,283,691	-	-	-	
Federal Capital Grants	-	-	-	-	-	
Capital Gifts	-	-	-	-	-	
Transfers (To)/From Governing Boards & Other Agencies	(423,304)	(504,299)	(550,000)	(197,850)	(209,000)	5%
Transfers (To)/From Governing Boards	-	-	2,100,000	-	2,100,000	
Permanent Endowment Addition	-	-	-	-	-	
<b>Capital Revenues, Expenses, or Transfers</b>	<b>11,846,402</b>	<b>779,392</b>	<b>1,550,000</b>	<b>(197,850)</b>	<b>1,891,000</b>	
<b>Net Increase (Decrease) in Net Assets</b>	<b>10,515,741</b>	<b>(4,412,219)</b>	<b>458,217</b>	<b>2,837,062</b>	<b>6,182,731</b>	

Agenda Item #4  
Re-authorization for  
System Enterprise Revenue Refunding  
Bonds for 2013

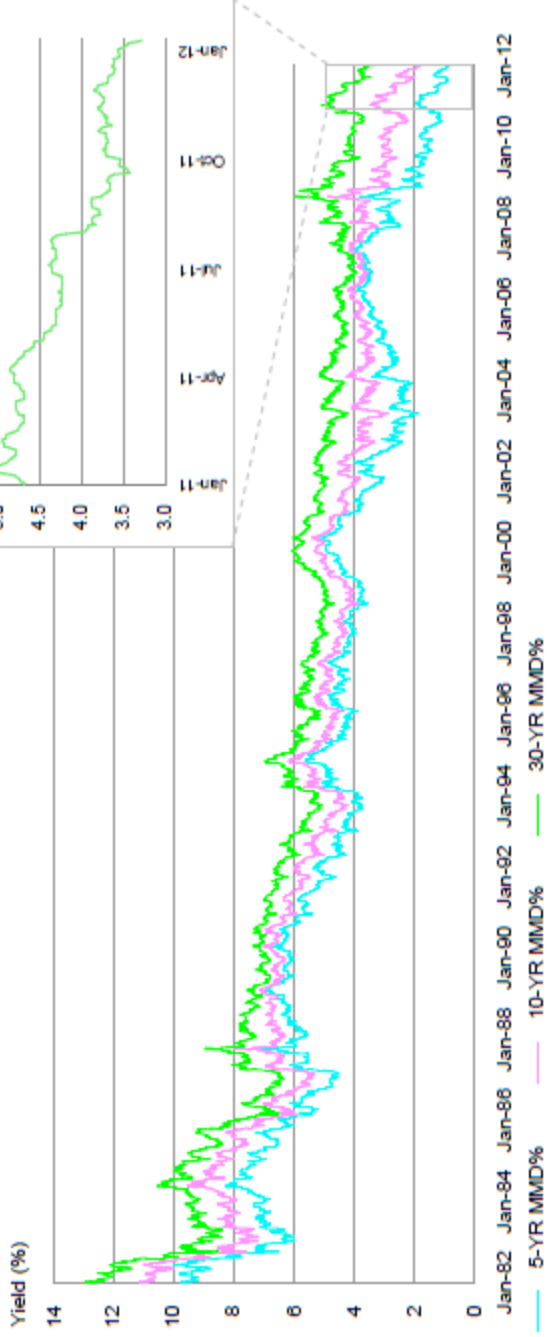


# System Enterprise Revenue Refunding Bonds Mid-January Bond Market Conditions

## Municipal Yields Near All-Time Lows

Ratios Remain at Elevated Levels

### AAA MMD Rates Over Time



# Reauthorization

- In February 2012, the board authorized new financing and refunding's of up to \$200 million of current outstanding bonds.
- First refunding completed in April 2012 for approximately \$55 million.
- New opportunities have arisen for further refunding's of approximately \$215 million of outstanding bonds.
- Current authorization from the board expires today so new authorization is needed.
- There is also need for authorization for a small (up to \$15 million) new money bond issue

# What Will Be Refunded

- Outstanding bonds from the 2005B and 2007A, 2007C and 2009 series
- The total refunded principal amount expected to be refunded is \$212 million
- Net present value savings is estimated to be over 6.5% of refunded principal, or \$14.2 million
- All-in interest rate for the 2013 refunding should be in the mid to high 3% range, versus the current average rate of 5% on the old bonds

# Refunding Benefits

- Restructures CSU-Pueblo housing debt lowering payments in the next 5 years and eliminates ever escalating debt payments.
- Pueblo will have adequate time to finish filling unoccupied beds.
- Eliminates the underperforming bond escrow account that was to be used to make future payments. Escrow earning rates continue to be below original estimated rate. The escrow account goes away and payments stay the same internally (or go lower) for all parties.
- Provides net present value savings of approximately 6.5%, more than twice the threshold savings percentage set by the Board.
- Lowers the overall average interest rate being paid on the System debt portfolio by nearly 1%.

# Resolution

- Plan is to go to market right after the board meeting.
- Need the attached detailed resolution approved by the board in order to proceed (See attachments).

# Audit Issues

## Agenda Items 5 – 7

### Verbal and Carry-in

COLORADO STATE UNIVERSITY SYSTEM  
DEPARTMENT OF INTERNAL AUDITING FY 2012-2013  
AUDIT PLAN AS OF JANUARY 24, 2013

Audit	Institution	Status
<b>Carry-forward from FY 11-12</b>		
Non-student hourly employees	CSUP	Report 13-01
Lory Student Center	CSU	Report 13-02
CVMBS - Dept of Environmental & Radiological Health Sciences	CSU	Fieldwork
Research Innovation Center	CSU	
IT - RamTech	CSU	Fieldwork
<b>New for FY 12-13</b>		
NCAA Compliance Areas	CSU	
Dining Services	CSU	Report 13-03
The Institute for Learning and Teaching (TILT)	CSU	Report 13-04
Payroll	CSU	
Warner college of Natural Resources	CSU	Fieldwork
CSU Extension (Field office audits)	CSU	
Accounts Receivable	CSU	
Tax Issues	CSU	
Motor Pool	CSU	
Identity Access Management Project	CSU	Ongoing
IT-Data Centers Survey	CSU	
Special Projects	All Locations	
Internal Auditing self-assessment		In Process
Housing	CSUP	
Bookstore	CSUP	
Athletics	CSUP	
Student Fees-Mandatory	CSUP	Initiated
Travel	CSUP	
Student Financial Services	CSU-GC	



# All Overdue Recommendations

Audit Number	Audit Name	Report Date	Institution	Rec No	Recommendation	Audit Report Response	Department	Target Completion Date	Revised Target Completion Date	Current Response
10-08	College of Veterinary Medicine and Biomedical Sciences	11/30/2009	CSU	2	Update Strategic Plan to ensure it reflects major achievements and current goals and objectives and includes measurable performance metrics, and ensure a comprehensive assessment is done to evaluate progress in meeting all of the goals in the Plan.	Agree. 2005 Strategic Plan will be updated. Two meetings will occur before July 1, 2010, after which they can update the Strategic Plan. An annual comprehensive assessment will be performed to evaluate progress against the Strategic Plan.	CVMBMS, DLAB	6/30/2011	1/1/2014	With the pending hire of a new Dean in early CY12, the DLAB will wait to finalize a strategic plan after a college plan is announced.
10-17	Telecommunications - Cell Phones	6/30/2010	CSU	1	Telecommunications should develop and document procedures for granting blanket exceptions to departments.	Telecommunications plans to revamp the cell phone program in FY11 and blanket exemptions will be clearly addressed in the procedures.	Telecommunications	6/30/2011	4/30/13	The VP of Operations is working to finalize a contract with the selected vendor. All users should be migrated by the end of May.
10-17	Telecommunications - Cell Phones	6/30/2010	CSU	2	Telecommunications should analyze the administrative fee and the personal usage percentage charge to ensure they are in line with actual costs to the program.	These fees and charges will be reevaluated in the new cell phone program.	Telecommunications	6/30/2011	4/30/13	The VP of Operations is working to finalize a contract with the selected vendor. All users should be migrated by the end of May.
12-09	Supplemental Pay	4/27/2012	CSU-P	3	Perform a periodic management review, at least annually, of all issued supplemental pay and adjunct contracts to determine if they are in compliance with University policy.	Agree. While the policy and process implemented per Rec 1 should ensure that contracts are in compliance, a periodic review will be undertaken annually between 7/1-8/1 to review what transpired in the previous fiscal year.	Provost	8/31/2012	2/1/2013	



Audit Number	Audit Name	Report Date	Institution	Rec No	Recommendation	Audit Report Response	Department	Target Completion Date	Revised Target Completion Date	Current Response
12-09	Supplemental Pay	4/27/2012	CSU-P	4	Develop a policy that would establish the factors to be considered prior to hiring an adjunct (i.e., departmental faculty workload distributions). The policy should also establish standardized pay rates for the most common supplemental assignments.	Agree. Provost will work with Academic Council to develop meaningful faculty workload reports and policy to ensure that approved faculty workload is adhered to. A separate policy will be established to standardize common supplemental pay assignments.	Provost	12/31/2012	4/1/2013	Workload study began in Sept. 2012. Will compare 2012-13 figures with 2011-12. Based on those results, a policy will be developed and take effect Fall 2013.
12-09	Supplemental Pay	4/27/2012	CSU-P	8	Develop procedures that incorporate State Personnel Board Rules when contracts are issued to employees whose additional assignment is with another area of the University or with another State agency.	Agree. 8/31/12 for interagency assignments. 8/31/13 for external agency assignments.	HR	8/31/2012	2/1/2013	Due to the shortage of staffing and lack of a Director, the completion date has been revised.
12-09	Supplemental Pay	4/27/2012	CSU-P	9	Consider the utilization of an appropriate tracking system for the efficient flow of the approval and monitoring process of all contracts.	Agree. We will consult with NeoGov vendor to see if there is an effective module that would support approval and monitoring of all supplemental contracts. If not, we will search for other online solutions.	Provost and HR	9/30/2012	4/1/2013	Delayed due to the hire of a new CIO and HR director. Extensive computer code will be written to implement the new procedure in AIS.
13-01	Non-Student Hourly	9/4/2012	CSU-P	1	Establish a comprehensive Non-Student Hourly employee policy, setting forth purpose, definitions, and approval process. Periodically review and update policy when appropriate.	Agree. The Interim Director of HR will create a draft policy to share with the new Director of HR who will formalize and implement the policy.	HR	10/15/2012	2/1/2013	Due to the shortage of staffing and lack of a Director, the completion date has been revised.
13-01	Non-Student Hourly	9/4/2012	CSU-P	2	Develop a monitoring process for all Non-Student Hourly employees regarding how long the employee has been employed. Generate and forward monthly reports to managers of Non-Student Hourly employees to advise when the employee reaches six months.	Agree. ITS will create a monthly report that HR will run and use to notify managers of Non-Student Hourly employees that are reaching the fifth month.	HR	10/1/2012	2/1/2013	Due to the shortage of staffing and lack of a Director, the completion date has been revised.

# Attachments

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**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM**

**SIXTH SUPPLEMENTAL RESOLUTION**

Authorizing the issuance of:

Board of Governors of the Colorado State University System  
System Enterprise Revenue Bonds  
Series 2013

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**EXHIBIT A FORM OF SERIES 2013 BONDS**

## SIXTH SUPPLEMENTAL RESOLUTION

### WITNESSETH:

WHEREAS, the Board of Governors of the Colorado State University System (the “Board”) has adopted a Master System Enterprise Bond Resolution on June 20, 2007 (the “Master Resolution”); and

WHEREAS, this Sixth Supplemental Resolution is proposed for adoption pursuant to and in accordance with the Master Resolution; and

WHEREAS, the Board has determined to authorize hereby the issuance of Bonds, in one or more series, to be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2013” (referred to herein as the “Series 2013 Bonds”) for the purposes of (a) defraying a portion of the cost of financing certain 2013 Improvement Projects, as further described herein; (b) financing the 2013 Refunding Project, as further described herein; (c) paying interest on the Series 2013 Bonds, as provided herein; and (d) paying certain costs relating to the issuance thereof, in accordance with and as provided by the Master Resolution and this Sixth Supplemental Resolution;

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of the Colorado State University System:

### ARTICLE I

#### DEFINITIONS

**Section 1.01. Definitions.** Except as provided below in this Section, all terms which are defined in Section 1.01 of the Master Resolution shall have the same meanings, respectively, in this Sixth Supplemental Resolution as such terms are given in the Master Resolution. In addition, the following terms shall have the following respective meanings:

“*Authorized Denomination*” means, with respect to the Series 2013 Bonds, \$5,000 and any integral multiple thereof.

“*Bond Insurance Policy*” means the municipal bond new issue insurance policy issued by the Bond Insurer, if any, that guarantees payment of principal of and interest on all or a portion of the Series 2013 Bonds.

“*Bond Insurer*” means such municipal bond insurance company, if any, as shall be selected to provide credit enhancement with respect to all or any portion of the Series 2013 Bonds, as designated in the Pricing Certificate.

“*Continuing Disclosure Undertaking*” means the Continuing Disclosure Undertaking of the Board with respect to the Series 2013 Bonds authorized in Section 2.07 hereof; provided, however, that the Continuing Disclosure Undertaking may refer to multiple undertakings in the event the Series 2013 Bonds are issued in more than one series.

“*Escrow Agent*” means Wells Fargo Bank, National Association, as escrow agent, paying agent and registrar for the Refunded Bonds.

“*Escrow Agreement*” means the Escrow Agreement or Escrow Agreements between the Board and the Escrow Agent, relating to the refunding of the Refunded Bonds.

“*Escrow Fund*” means the fund or funds created in the Escrow Agreement or Escrow Agreements as described in Section 5.02 hereof.

“*Financial Consultant*” means, with respect to the Series 2013 Bonds, North Slope Capital Advisors, Denver, Colorado, and any successor thereto.

“*Interest Payment Date*” means (a) each March 1 and September 1, commencing on the date set forth in the Pricing Certificate with respect to the Series 2013 Bonds; and (b) the final maturity date of or any redemption date of each Series 2013 Bond.

“*Issue Date*” means the date or dates (in the event the Series 2013 Bonds are issued in more than one series) on which the Series 2013 Bonds are first delivered to the initial purchasers against payment therefor.

“*Master Resolution*” means the Master Resolution adopted by the Board on June 20, 2007, as amended and supplemented from time-to-time.

“*Official Statement*” means the final Official Statement relating to the Series 2013 Bonds, including any supplements thereto; provided, however, that the Official Statement may refer to multiple Official Statements in the event the Series 2013 Bonds are issued in more than one series.

“*Preliminary Official Statement*” means the Preliminary Official Statement relating to the Series 2013 Bonds, including any supplements thereto; provided, however, that the Preliminary Official Statement may refer to multiple Preliminary Official Statements in the event the Series 2013 Bonds are issued in more than one series.

“*Pricing Certificate*” means a certificate executed by the Board Representative and evidencing the determinations made pursuant to Section 3.03(b) of this Sixth Supplemental Resolution; provided, however, that the Pricing Certificate may refer to multiple certificates, including but not limited to in the event the Series 2013 Bonds are issued in more than one series.

“*Purchase Contract*” means the Purchase Contract relating to the Series 2013 Bonds between the Board and the Underwriters; provided, however, that the Purchase Contract may refer to multiple contracts in the event the Series 2013 Bonds are issued in more than one series.

“*Refunded Bonds*” means the Series 2005B Bonds, the Series 2007A Bonds, the Series 2007C Bonds, the Series 2009 Bonds and any other outstanding bonds of the Board which, in the Board’s discretion, are to be included in the 2013 Refunding Project.

“*Refunding Act*” means Article 54 of Title 11, Colorado Revised Statutes, as amended.

“*Regular Record Date*” means the close of business on the fifteenth day (whether or not a Business Day) of the calendar month next preceding each regularly scheduled Interest Payment Date for the Series 2013 Bonds.

“*Resolution*” means the Master Resolution as supplemented by this Sixth Supplemental Resolution.

“*Series 2005B Bonds*” means the Board of Governors of the Colorado State University System, Colorado State University Enterprise System Revenue Bonds, Series 2005B.

“*Series 2007A Bonds*” means the Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2007A.

“*Series 2007C Bonds*” means the Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2007C.

“*Series 2009 Bonds*” means the Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2009A.

“*Series 2013 Bonds*” means the Bonds issued in one or more series hereunder and designated as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2013.”

“*Sixth Supplemental Resolution*” means this Sixth Supplemental Resolution adopted by the Board on February 7, 2013.

“*State Intercept Act*” means Section 23-5-139, Colorado Revised Statutes, as amended.

“*State Intercept Program*” means the Higher Education Revenue Bond Intercept Program, established pursuant to the State Intercept Act.

“*Taxable Obligation*” means any Series 2013 Bonds the interest on which is not excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2013 Bonds, shall be determined by the Board Representative, in accordance with the Article VII hereof titled “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Tax Exempt Obligation*” means any Series 2013 Bonds the interest on which is excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2013 Bonds, shall be determined by the Board Representative, in accordance with Article VII hereof title “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*2013 Expense Account*” means the account created in Section 5.02(b) hereof.

“*2013 Improvement Projects*” means the financing of certain Improvement Projects as determined by the Board, including but not limited to (a) construction, other acquisition and equipping of \_\_\_\_\_ at the CSU campus, together with related improvements;



(b) construction, other acquisition and equipping of the \_\_\_\_\_ building at the CSU campus;  
(c) any other improvements to any of the campuses for which the Board has spending authority;  
and (d) such other capital projects as may be designated by the Board.

“*2013 Improvement Projects Fund*” means the fund created in Section 5.02(a) hereof, including any accounts and subaccounts therein.

“*2013 Paying Agency Agreement*” means the Paying Agency, Transfer Agency and Bond Registrar Agreement between the Board and the 2013 Paying Agent relating to the Series 2013 Bonds; provided, however, that the 2013 Paying Agent Agreement may refer to multiple agreements in the event the Series 2013 Bonds are issued in more than one series.

“*2013 Paying Agent*” means Wells Fargo Bank, National Association, Denver, Colorado, acting as agent of the Board for the payment of the principal of, premium, if any, and interest on the Series 2013 Bonds, and any successor thereto.

“*2013 Refunding Project*” means refunding of all or a portion of the Refunded Bonds.

“*2013 Registrar*” means the 2013 Paying Agent acting as agent of the Board for the registration of the Series 2013 Bonds, and any successor thereto.

“*2013 Tax Certificate*” means the Tax Certificate relating to the Series 2013 Bonds, executed by the Board on the date of issuance of the Series 2013 Bonds; provided, however, that the 2013 Tax Certificate may refer to multiple tax compliance certificates executed in connection with the Series 2013 Bonds.

“*Underwriters*” means, in the determination of the Board, any combination of RBC Capital Markets Corporation, Morgan Stanley & Co. Incorporated and Barclays Capital Inc.

**Section 1.02. Construction.** This Sixth Supplemental Resolution shall be construed as follows:

(a) The captions herein are for convenience only and in no way define, limit or describe the scope or intent of any provisions hereof.

(b) Any Series 2013 Bond held by the Board shall not be deemed to be Outstanding for the purpose of redemption, for the purpose of consents hereunder or for any other purpose.

**Section 1.03. Successors.** All of the covenants, stipulations, obligations and agreements by or on behalf of and any other provisions for the benefit of the System or the Board set forth in the Resolution shall bind and inure to the benefit of any successors thereof and shall bind and inure to the benefit of any officer, board, district, commission, authority, agent, enterprise or instrumentality to whom or to which there shall be transferred by or in accordance with law any right, power or duty of the System or the Board or of their respective successors, if any, the possession of which is necessary or appropriate in order to comply with any such covenants, stipulations, obligations, agreements, or other provisions hereof.

**Section 1.04. Parties Interested Herein.** Except as otherwise expressly provided in the Resolution, nothing expressed or implied in the Resolution is intended or shall be construed to confer upon or to give to any Person, other than the System, the Board, the 2013 Paying Agent, the Bond Insurer, if any, and the owners from time-to-time of the Series 2013 Bonds, any right, remedy or claim under or by reason hereof or any covenant, condition or stipulation hereof. All the covenants, stipulations, promises and agreements set forth herein by and on behalf of the System shall be for the sole and exclusive benefit of the System, the Board, the 2013 Paying Agent, the Bond Insurer, if any, and the owners from time-to-time of the Series 2013 Bonds.

**Section 1.05. Ratification.** All action heretofore taken (not inconsistent with the provisions of the Resolution) by the officers of the Board, the officers of the System, the Financial Consultant, and otherwise by the Board directed toward the 2013 Improvement Projects, the 2013 Refunding Project and the issuance, sale and delivery of the Series 2013 Bonds for such purposes, be, and the same hereby is, ratified, approved and confirmed, including, without limitation, the sale of the Series 2013 Bonds as provided in the Purchase Contract and the preparation and distribution of the Preliminary Official Statement and final Official Statement in connection therewith.

**Section 1.06. Resolution Irrepealable.** After any Series 2013 Bonds are issued, the Resolution shall constitute an irrevocable contract between the Board and owners of the Series 2013 Bonds; and the Resolution shall be and remain irrepealable until the Series 2013 Bonds and the interest thereon shall be fully paid, as herein provided.

**Section 1.07. Repealer.** All bylaws, orders and resolutions, or parts thereof, inconsistent herewith are hereby repealed to the extent only of such inconsistency. This repealer shall not be construed to revive any bylaw, order, resolution or part thereof, heretofore repealed.

**Section 1.08. Severability.** If any provision of the Resolution shall be held invalid or unenforceable, such holding shall not affect any other provisions hereof.

**Section 1.09. Effective Date.** This Sixth Supplemental Resolution shall become effective immediately upon its passage.

## ARTICLE II

### AUTHORIZATION OF 2013 IMPROVEMENT PROJECTS, 2013 REFUNDING PROJECT AND CERTAIN RELATED DOCUMENTS

**Section 2.01. Authority for Resolution.** The Resolution is adopted by virtue of the plenary powers of the Board as a constitutionally established body corporate under Article VIII, Section 5 of the Constitution of the State and under the particular authority of the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Refunding Act, the Research Building Fund Act and the Supplemental Public Securities Act. The Board has ascertained and hereby determines that each matter and thing as to which provision is made herein is necessary in order to carry out and effectuate the purposes of the Board in accordance with such powers and authority.

**Section 2.02. Necessity of the 2013 Improvement Projects, the 2013 Refunding Project and Series 2013 Bonds.** It is necessary and for the best interests of the Board and the System that the Board undertake the 2013 Improvement Project and the 2013 Refunding Project as herein authorized and obtain funds therefor by issuing the Series 2013 Bonds; and the Board hereby so determines and declares.

**Section 2.03. Authorization of the 2013 Improvement Projects and the 2013 Refunding Project.** The Board hereby determines to undertake the 2013 Improvement Projects and the 2013 Refunding Project pursuant to the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Refunding Act, the Research Building Fund Act, the Supplemental Public Securities Act, and applicable provisions of the Code, and further determines that all requirements and limitations of such statutes have been met.

In addition, the Board hereby determines that (a) the limitations and requirements imposed by Prior Bond Resolutions for the issuance of subordinate obligations have been met, (b) the limitations and requirements imposed by the Resolution for the issuance of Bonds have been met, and (c) the 2013 Improvement Project and the 2013 Refunding Project are hereby authorized.

**Section 2.04. Provision for Sale of Series 2013 Bonds.** The Board Representative and the officers of the Board, or any of them, are hereby authorized, for and on behalf of the Board, to accept and execute the Purchase Contract submitted by the Underwriters for the purchase of the Series 2013 Bonds, in substantially the form filed with the Board on the date of adoption of this Sixth Supplemental Resolution, bearing interest at the rates therein designated and otherwise upon the terms and conditions provided in this Sixth Supplemental Resolution, the Pricing Certificate and such Purchase Contract.

**Section 2.05. Execution of Escrow Agreement.** In connection with any series of Series 2013 Bonds issued to finance the 2013 Refunding Project, the appropriate officers of the Board, as designated in the Escrow Agreement, are hereby authorized to complete and execute the Escrow Agreement on behalf of and in the name of the Board, in substantially the form filed with the Board on the date of adoption of this Sixth Supplemental Resolution.

**Section 2.06. Execution of 2013 Paying Agency Agreement.** The appropriate officers of the Board, as designated in the 2013 Paying Agency Agreement, are hereby authorized to complete and execute the 2013 Paying Agency Agreement on behalf of and in the name of the Board, in substantially the form filed with the Board on the date of adoption of this Sixth Supplemental Resolution.

**Section 2.07. Approval and Use of Preliminary Official Statement and Official Statement; Rule 15c2-12; Continuing Disclosure Undertaking.** The distribution and use of a Preliminary Official Statement relating to the Series 2013 Bonds, in substantially the form filed with the Board on the date of adoption of this Sixth Supplemental Resolution, is hereby approved. The Chair of the Board and/or the Chancellor of the System is each hereby authorized, directed and empowered to determine when such Preliminary Official Statement may be deemed final within the meaning of Securities and Exchange Rule 15c2-12, subject to permitted omissions, and thereupon to give a certificate to such effect. The Chair of the Board

and/or the Chancellor of the System is each hereby authorized to execute and deliver the final Official Statement relating to the Series 2013 Bonds and the Underwriters may thereafter distribute the same. The appropriate officers of the Board and the System are hereby authorized to complete and execute the Continuing Disclosure Undertaking on behalf of and in the name of the Board, in substantially the form attached to the Preliminary Official Statement.

**Section 2.08. Bond Insurance.** In the event that it is determined to obtain a municipal bond insurance policy insuring the payment when due of the principal of and interest on all or a portion of the Series 2013 Bonds, as provided in Section 3.03(b)(ii) hereof and the Pricing Certificate, the completion, execution and delivery of all documents relating to and required or necessary in connection with such municipal bond insurance policy by the appropriate officers of the Board and the System are hereby authorized and approved. To the extent provided therein, the provisions of any agreement between the Board and the Bond Insurer, as contemplated in this Section 2.08, shall be deemed to be incorporated in this Sixth Supplemental Resolution and shall be enforceable as if set forth herein.

**Section 2.09. Execution of Documents.** The following individuals, namely: the Chair of the Board, the Secretary of the Board, General Counsel to the System, the Chief Financial Officer of the System and the Treasurer of the System (and any other officers authorized by law to act on their behalf in their absence) are hereby authorized to execute and deliver, the Sixth Supplemental Resolution, and, as appropriate in connection with each series of Series 2013 Bonds issued hereunder, the Purchase Contract, the Pricing Certificate, the Escrow Agreement, the 2013 Paying Agency Agreement, the Continuing Disclosure Undertaking, the Official Statement, any documents required in connection with any credit enhancement, and any other documents or certificates necessary or appropriate to close the sale of the Series 2013 Bonds and all related transactions and to take any action with respect to any matter required to accomplish the same.

### ARTICLE III

#### AUTHORIZATION AND TERMS OF SERIES 2013 BONDS

**Section 3.01. Authorization of Series 2013 Bonds.** Pursuant to the provisions of the Master Resolution, there is hereby authorized the borrowing of funds, and to evidence such borrowing there are hereby authorized one or more series Bonds of the Board designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2013.” If, in accordance with the Article VII titled “FEDERAL TAX LAW MATTERS,” the Board Representative shall determine that any series of Series 2013 Bonds shall constitute a Taxable Obligation, the title of such series shall further include the following: “Taxable.” The full title of any series of Series 2013 Bonds shall be determined by the Board Representative in accordance with the foregoing, and shall be set forth in the Pricing Certificate.

**Section 3.02. Purposes.** The Series 2013 Bonds are authorized for the purposes of funding the 2013 Improvement Projects, funding the 2013 Refunding Project, paying a portion of the interest on the Series 2013 Bonds and paying certain costs of issuance relating to the Series 2013 Bonds, all as more specifically provided in Article V hereof.

### **Section 3.03. Terms of Series 2013 Bonds, Generally.**

(a) **Registered Form; Numbers and Date.** The Series 2013 Bonds shall be issued in fully registered form and shall be numbered from one upward in consecutive numerical order preceded by the letter “R.” The registered Owner of all Series 2013 Bonds shall be a Securities Depository in accordance with the Master Resolution. The Series 2013 Bonds shall be dated the Issue Date.

(b) **Principal Amounts; Maturities; Interest Rates.** The Series 2013 Bonds shall mature, subject to the right of prior redemption as provided in Article IV hereof, on the dates and in the aggregate principal amounts, and shall bear interest, payable on each Interest Payment Date, as provided below:

(i) **Generally.** Any Series 2013 Bonds issued to finance the 2013 Improvement Projects shall, in the aggregate, be issued in a total principal amount not to exceed \$15,000,000, bear interest at a rate or rates resulting in a true interest cost not exceeding 4.25% and mature as term bonds or serial bonds, or both, not later than March 1, 2044. Any Series 2013 Bonds issued to finance the 2013 Refunding Project shall, in the aggregate, be issued in one or more series in a total principal amount not to exceed \$235,000,000, bear interest at a rate or rates resulting in a true interest cost not exceeding 4.25% and mature as term bonds or serial bonds, or both, not later than March 1, 2044.

(ii) **Pricing Delegation.** The Board Representative is authorized, without further approval of the Board, to make any and all determinations listed in Section 11-57-205(1), Colorado Revised Statutes, as amended, provided such determinations are not inconsistent with the standards set forth in this Sixth Supplemental Resolution. In furtherance thereof, the Board Representative is hereby authorized, without further approval of the Board, to determine in conformity with the standards set forth in this Sixth Supplemental Resolution and after the Series 2013 Bonds have been priced in the market: (A) the designation of one or more series or subseries of the Series 2013 Bonds; (B) the principal amount of each series or subseries of the Series 2013 Bonds; (C) the coupon interest rate or rates on the Series 2013 Bonds; (D) the maturity or maturities of the Series 2013 Bonds (any of which may include Series 2013 Bonds bearing different interest rates) and the amount and date of any mandatory sinking fund redemption; (E) provisions for the optional or extraordinary redemption of any or all of the Series 2013 Bonds prior to maturity; (F) the purchase price of the Series 2013 Bonds; (G) the amount of each series of Refunded Bonds, if any, to be refunded by the Series 2013 Bonds, and whether any such refunding shall be a current or an advance refunding; provided, however, that any such refunding shall achieve, in the aggregate, a minimum present value savings of at least 3.0%; (H) whether the Series 2013 Bonds will constitute Tax Exempt Obligations, Taxable Obligations, and the other matters set forth in Article VII hereof entitled “FEDERAL TAX LAW MATTERS”; and (I) to the extent the terms thereof shall be determined by the Board Representative to be financially advantageous to the System and the pricing of the Series 2013 Bonds, the selection of a Bond Insurer

to provide a Bond Insurance Policy insuring the payment when due of the principal of and interest on all or a portion of the Series 2013 Bonds; all as may be necessary to effect the 2013 Improvement Projects and the 2013 Refunding Project in a manner consistent with this Sixth Supplemental Resolution; provided that the Underwriter's discount relating to the Series 2013 Bonds shall not exceed 1.00% of the aggregate principal amount thereof, the Series 2013 Bonds shall be subject to redemption at the option of the Board, if at all, at a redemption premium not exceeding 2.00% of the principal amount so redeemed, and, to the extent required to comply with applicable federal tax law, the Series 2013 Bonds shall be subject, in whole or in part, to extraordinary redemption as set forth in the Pricing Certificate. The determinations described herein shall be evidenced by a Pricing Certificate filed with the Board, and except as otherwise expressly provided herein or in the Master Resolution, the terms of the Series 2013 Bonds shall be as set forth in the Pricing Certificate.

(c) ***Authorized Denominations.*** The Series 2013 Bonds shall be issued in Authorized Denominations.

(d) ***Computation of Interest.*** Each Series 2013 Bond shall bear interest at the applicable rate in accordance with Section 3.03(b) hereof, (i) from the date of authentication, if authenticated on an Interest Payment Date to which interest has been paid or duly provided for; or (ii) from the last preceding Interest Payment Date to which interest has been paid or duly provided for (or the Issue Date if no interest thereon has been paid or duly provided for) in all other cases. The amount of interest so payable on Series 2013 Bonds on any Interest Payment Date shall be computed on the basis of a 360-day year of twelve 30-day months.

(e) ***Appointment of 2013 Paying Agent, 2013 Registrar and Escrow Agent.*** Wells Fargo Bank, National Association, is hereby appointed the 2013 Paying Agent, 2013 Registrar and Escrow Agent.

#### **Section 3.04. Payment of Bond Requirements.**

(a) ***Principal and Final Interest.*** The principal or Redemption Price of and the final interest payment on any Series 2013 Bond shall be payable to the owner thereof as shown on the registration books maintained by the 2013 Registrar upon maturity or prior redemption thereof and upon presentation and surrender at the principal office of the 2013 Paying Agent. If any Series 2013 Bond shall not be paid upon such presentation and surrender at or after maturity, it shall continue to draw interest (but without compounding of interest) at the rate borne by it until the principal thereof is paid in full.

(b) ***Interest.*** The interest due on any Series 2013 Bond on any Interest Payment Date shall be paid to the owner thereof, as shown on the registration books kept by the 2013 Registrar at the close of business on the Regular Record Date. Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the owner of such Series 2013 Bond on the Regular Record Date and shall be payable to the person who is the owner of such Series 2013 Bond at the close of business

on a Special Record Date for the payment of any such defaulted interest. Such Special Record Date shall be fixed in accordance with Section 3.10 of the Master Resolution.

(c) ***Payment of Interest.*** All payments of interest on any Series 2013 Bond shall be paid to the person entitled thereto pursuant to Section 3.04(b) above by check mailed on the Interest Payment Date to his or her address as it appears on the registration books kept by the 2013 Registrar (or, in the case of defaulted interest, the date selected by the 2013 Registrar for the payment of such defaulted interest), or, at the option of any owner of \$1,000,000 or more in principal amount of Series 2013 Bonds, by wire transfer on such date to a bank within the continental United States as directed by such owner.

(d) ***State Intercept Program.*** The payment of the principal of and interest on the Series 2013 Bonds is also payable as provided under the State Intercept Program. The Board hereby represents that the Series 2013 Bonds qualify for the State Intercept Program because the Series 2013 Bonds satisfy the following provisions of the State Intercept Program:

(i) the maximum total annual debt service payments of the Series 2013 Bonds and any other bonds to which the State Intercept Program applies issued by the Board are 100% or less of the Board's prior year fee-for-service contract revenue; and

(ii) the pledged revenues for the Series 2013 Bonds include not less than:

(A) the net revenues of auxiliaries;

(B) 10% of tuition if the institution is an enterprise, as defined in Section 24-77-102(3), Colorado Revised Statutes, as amended;

(C) indirect cost recovery revenues, if any;

(D) facility construction fees designated for bond repayment, if any; and

(E) student fees and ancillary revenues currently pledged to existing bondholders.

In accordance with the State Intercept Program, whenever the 2013 Paying Agent has not received a payment on Series 2013 Bonds on the business day immediately prior to the date on which such payment is due, the 2013 Paying Agent is required to notify the State Treasurer and the Board. The State Treasurer is then required to contact the Board to determine whether the Board will make the payment by the date on which it is due. If the Board indicates to the State Treasurer that it will not make the payment on the Series 2013 Bonds by the date on which it is due, or if the State Treasurer cannot contact the Board, the State Treasurer is required to forward to the 2013 Paying Agent, in immediately available funds of the State, the amount necessary to make the payment of the principal of and interest on the Series 2013 Bonds.

If the State Treasurer makes a payment on Series 2013 Bonds under the State Intercept Program, he or she is to recover the amount forwarded by withholding amounts from the Board's payments of the State's fee-for-service contract with the Board or the System, from any other state support for the Board or the System and from any unpledged tuition moneys collected by the Board or the System. The total amount withheld in a month cannot exceed one-twelfth of the annual amount due from the State's fee-for-service contract with the Board or the System for each occasion on which the State Treasurer forwards money to the 2013 Paying Agent. With respect to each payment on the Series 2013 Bonds made by the State Treasurer, the State Treasurer cannot withhold for more than 12 consecutive months for each occasion on which the State Treasurer forwards amounts pursuant to the State Intercept Act. While the withholding of fee-for-service payments is limited to 12 consecutive months, the State Intercept Act does not correspondingly limit the State's contingent obligation to pay the Series 2013 Bonds. The Board has the option of making early repayment of all or any portion of an amount forwarded by the State Treasurer for payment on the Series 2013 Bonds.

The State Treasurer is required to notify the State's Department of Higher Education and General Assembly of amounts withheld and payments made pursuant to the State Intercept Act. Institutions that have a debt service payment forwarded to the paying agent by the State Treasurer shall not request a supplemental general fund appropriation or budget amendment for the amount forwarded in order to replace withheld fee-for-service revenue.

If the State Treasurer is required to make a payment on the higher education bonds of an institution, the State Department of Education is required to initiate an audit of the institution to determine the reason for the nonpayment of the bonds and to assist the institution, if necessary, in developing and implementing measures to ensure that future payments will be made when due.

The State has covenanted that it will not repeal, revoke or rescind the provisions of the State Intercept Act or modify or amend the State Intercept Act so as to limit or impair the rights and remedies granted under the State Intercept Act to purchasers of the bonds payable under the State Intercept Act. The State Intercept Act provides, however, that it will not be deemed or construed to require the State to continue the payment of State assistance to any institution or to limit or prohibit the State from repealing, amending or modifying any law relating to the amount of State assistance to institutions or the manner of payment or the timing thereof. The State Intercept Act further provides that it will not be deemed or construed to create a debt of the State with respect to any bonds payable under the State Intercept Act within the meaning of any State constitutional provision or to create any liability except to the extent provided in the State Intercept Act.

An institution may adopt a resolution stating that it will not accept on behalf of the institution payment of principal and interest as provided in the State Intercept Act. If an institution adopts such a resolution, it must be adopted prior to issuance or incurrence of the bonds to which it applies. Following adoption of such a resolution, the institution



is to provide written notice to the State Treasurer of its refusal to accept payment. An institution may rescind its refusal to accept payment by written notice of such rescission to the State Treasurer.

The Board has not adopted a resolution stating that it will not accept payment from the State Treasurer under the State Intercept Program with respect to the Series 2013 Bonds; consequently, the State Intercept Program applies to the payment of the Series 2013 Bonds, and the State Treasurer is required by statute to make payment of the principal of and interest on the Series 2013 Bonds, if necessary, as described above.

The Board is hereby directed to file with the State Treasurer a copy of this Sixth Supplemental Resolution, a copy of the Official Statement and the name, address and telephone number of the 2013 Paying Agent.

(e) ***Application of Excess Net Revenues.*** In the event that payments of the principal of and interest on the Series 2013 Bonds are made by the State Treasurer pursuant to the provisions of the State Intercept Program, the Board hereby agrees that, to the extent such amounts paid by the State Treasurer have not been recovered by the State Treasurer from the sources set forth in Section 23-5-139(3) of the State Intercept Act, the Board shall, solely from Net Revenues remaining in the Revenue Fund as described in Section 5.14 of the Master Resolution that the Board has determined are available for such purpose, pay to the State Treasurer an amount equal to the principal and interest payments made by the State Treasurer, less any such amounts previously recovered by or paid to the State Treasurer.

**Section 3.05. Bond Form.** Subject to the provisions of this Sixth Supplemental Resolution, the Series 2013 Bonds shall be in substantially the form set forth in Exhibit A hereto, with such omissions, insertions, endorsements and variations as to any recitals of fact or other provisions as may be required by the circumstances, be required or permitted by the Master Resolution, or be consistent with the Master Resolution.

**Section 3.06. State Tax Exemption.** Pursuant to Section 23-5-105, Colorado Revised Statutes, as amended, the Series 2013 Bonds, their transfer, and the income therefrom shall forever be and remain free and exempt from taxation by the State or any subdivision thereof.

## ARTICLE IV

### REDEMPTION OF SERIES 2013 BONDS

**Section 4.01. Optional Redemption.** The Series 2013 Bonds shall be subject to redemption prior to maturity at the option of the Board, if at all, on the dates and at the Redemption Prices as set forth in the Pricing Certificate; provided that the redemption premium shall not exceed 2.00% of the principal amount so redeemed.

**Section 4.02. Mandatory Sinking Fund and Make Whole Redemption.** The Series 2013 Bonds shall be subject to mandatory sinking fund redemption and make whole redemption, if at all, on the dates and in the principal amounts as set forth in the Pricing Certificate.

**Section 4.03. Selection of Series 2013 Bonds for Redemption.** If less than all of the Series 2013 Bonds are called for prior redemption hereunder, the Series 2013 Bonds or portions to be redeemed shall be redeemed in such order of maturities as shall be specified by the Board. If less than all Series 2013 Bonds or portions thereof of a single maturity and rate are to be redeemed, they shall be selected by lot in such manner as the Paying Agent may determine. In the case of a Series 2013 Bond of a denomination larger than an Authorized Denomination, such Series 2013 Bond may be redeemed only in principal amounts equal to any integral multiple of the minimum Authorized Denomination. In the event a portion of any Series 2013 Bonds is so redeemed, the 2013 Registrar shall, without charge to the owner of such Series 2013 Bond, authenticate a replacement Series 2013 Bond for the unredeemed portion thereof.

**Section 4.04. Redemption Procedures.** Except as otherwise provided herein, the Series 2013 Bonds shall be called for prior redemption and shall be paid by the 2013 Paying Agent upon notice as provided in Section 4.05 hereof. The 2013 Registrar shall not be required to transfer or exchange any Series 2013 Bond after notice of the redemption of such Series 2013 Bond has been given (except the unredeemed portion of such Series 2013 Bond, if redeemed in part) or to transfer or exchange any Series 2013 Bond during the period of 15 days next preceding the day such notice is given.

In addition, the 2013 Registrar is hereby authorized to comply with any operational procedures and requirements of the Securities Depository relating to redemption of Series 2013 Bonds and notice thereof. The Board and the 2013 Registrar shall have no responsibility or obligation with respect to the accuracy of the records of the Securities Depository or a nominee therefor or any Participant of such Securities Depository with respect to any ownership interest in the Series 2013 Bonds or the delivery to any Participant, beneficial owner or any other person (except to a registered owner of the Series 2013 Bonds) of any notice with respect to the Series 2013 Bonds, including any notice of redemption.

**Section 4.05. Notice of Redemption.** The 2013 Registrar shall cause notice of the redemption of the Series 2013 Bonds being redeemed under this Article IV to be given in the form and manner described in Section 3.07 of the Master Resolution not less than 30 days nor more than 60 days prior to the redemption date.

## ARTICLE V

### ISSUANCE OF SERIES 2013 BONDS AND USE OF SERIES 2013 BOND PROCEEDS

**Section 5.01. Series 2013 Bond Preparation, Execution and Delivery.** The officers of the Board and the System designated in this Sixth Supplemental Resolution are hereby authorized and directed to prepare and to execute the Series 2013 Bonds, as herein provided. When the Series 2013 Bonds have been duly executed, the Board Representative shall deliver them to the Underwriters upon receipt of the agreed purchase price.

**Section 5.02. Disposition of Series 2013 Bond Proceeds.** The proceeds of the Series 2013 Bonds, upon the receipt thereof, shall be accounted for in the following manner and priority and are hereby pledged therefor:

(a) **2013 Improvement Projects Fund.** First, from the proceeds of the Series 2013 Bonds, there shall be deposited in a separate account, which account is hereby created, to be known as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2013, Improvement Projects Fund” (the “2013 Improvement Projects Fund”), such amount as the Board Representative shall determine to be necessary and available to defray the costs of the 2013 Improvement Projects, subject to the provisions of the 2013 Tax Certificate. Such account shall be under the control of the Board.

There is hereby created within the 2013 Improvement Projects Fund a separate account under the control of the Board which shall be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Bonds, Series 2013, Capitalized Interest Account” (the “2013 Capitalized Interest Account”). There shall be credited to such 2013 Capitalized Interest Account such amount as the Board Representative shall determine to be necessary and available to pay a portion of the interest on the Series 2013 Bonds through a date specified by the Board Representative in the Pricing Certificate, taking into account any other moneys available to pay interest on the Series 2013 Bonds.

In the event that the Series 2013 Bonds are issued in only one series, then the Board shall not be required to establish additional accounts or subaccounts within the 2013 Improvement Projects Fund; provided, however, that in the event that the Series 2013 Bonds are issued in more than one series, additional separate accounts and, as necessary, subaccounts shall be created within the 2013 Improvements Projects Fund in accordance with the following:

(i) A separate account shall be created within the 2013 Improvement Projects Fund for each separate series of Series 2013 Bonds issued as Tax Exempt Obligations the proceeds of which are to be applied to the 2013 Improvement Projects, into which shall be deposited amounts received from the sale of each such series of the Series 2013 Bonds, and the amount of such deposit shall be as set forth in the Pricing Certificate; and

(ii) In the event that any of the Series 2013 Bonds are issued as Taxable Obligations, and the proceeds from such Series 2013 Bonds are to be applied to the 2013 Improvement Projects, then separate accounts shall be established for each such series of Series 2013 Bonds, and the amount of proceeds from the sale of such Series 2013 Bonds deposited to such account(s) shall be as set forth in the Pricing Certificate.

(b) **2013 Refunding Project.** First, from the proceeds of the Series 2013 Bonds, there shall be transferred in accordance with the closing wire instruction memorandum an amount sufficient to pay the costs of the 2013 Refunding Project.

(c) **2013 Expense Account.** Second, from the proceeds of the Series 2013 Bonds, there shall be deposited to the credit of a separate account, hereby created (the “2013 Expense Account”), which 2013 Expense Account shall be under the

control of the Board, all remaining amounts of proceeds of the Series 2013 Bonds. From such 2013 Expense Account, the Board shall be authorized to pay all expenses associated with the issuance of the Series 2013 Bonds. Any moneys remaining in the 2013 Expense Account six months after the date of issuance of the Series 2013 Bonds shall be transferred as directed by the Board Representative.

**Section 5.03. Application of 2013 Improvement Projects Fund.** Amounts on deposit in the 2013 Capitalized Interest Account within the 2013 Improvement Projects Fund shall be applied to the payment of interest on the Series 2013 Bonds as directed by the Board Representative. Any other moneys credited from time-to-time to the 2013 Improvement Projects Fund shall be used, without requisition, voucher or other direction or further authority than is herein contained, to pay, or to reimburse the Board and the System, including CSU-Pueblo, for the payment of costs of the 2013 Improvement Projects, as the same become due. All amounts derived from the investment of moneys on deposit in the 2013 Improvement Projects Fund shall remain in the 2013 Improvement Projects Fund and shall be applied as described herein, or, at the direction of the Board Representative, shall be applied to pay interest on the Series 2013 Bonds. Upon completion of the 2013 Improvement Projects by the Board and the delivery of a Completion Certificate to the Board in accordance with the Resolution, all money remaining in the 2013 Improvement Projects Fund, except amounts estimated to be needed for costs of the 2013 Improvement Projects not then due and payable as provided in Section 5.04 hereof, may be used for any other lawful capital expenditures of the Board or may be transferred to the Series 2013 Principal Account of the Debt Service Fund and used to pay the principal of, premium, if any, or interest on the Series 2013 Bonds.

**Section 5.04. Completion of 2013 Improvement Projects.** Upon completion of the 2013 Improvement Projects and the acceptance thereof by the System, the Board Representative shall deliver to the Board a certificate (the "Completion Certificate") stating that, to the best of the System's knowledge based upon the representations of the Board Representative and the contractors, architects, engineers, vendors or other consultants, and except for any amounts estimated by the Board Representative to be necessary for payment of any costs of the 2013 Improvement Projects not then due and payable as set forth in such certificate, the 2013 Improvement Projects have been completed and accepted by the System and all costs of the 2013 Improvement Projects have been paid. Notwithstanding the foregoing, such certificate shall not, and shall state that it does not, prejudice any rights against third parties which exist at the date of such certificate or which may subsequently come into being.

**Section 5.05. Purchaser Not Responsible.** The Underwriters, any associate thereof, and any subsequent owner of any Series 2013 Bond shall in no manner be responsible for the application or disposal by the Board or by any System officer or any other employee or agent of the Board or System of the moneys derived from the sale of the Series 2013 Bonds or of any other moneys herein designated.

## ARTICLE VI

### ESTABLISHMENT OF CERTAIN ACCOUNTS

**Section 6.01. Establishment of Certain Accounts.** In accordance with Section 5.01 of the Master Resolution, the Board hereby creates and establishes the following accounts in respect of the Series 2013 Bonds: (a) within the Debt Service Fund, a “Series 2013 Interest Account” and a “Series 2013 Principal Account”; and (b) within the Rebate Fund, a “Series 2013 Rebate Account.” Such accounts shall be maintained and applied as provided in (i) Section 5.06 of the Master Resolution, with respect to the Series 2013 Interest Account and the Series 2013 Principal Account; and (ii) Sections 5.11 through 5.13 of the Master Resolution, with respect to the Series 2013 Rebate Account.

## ARTICLE VII

### FEDERAL TAX LAW MATTERS

**Section 7.01. Determination of Tax Exempt or Taxable Obligations.** All or any portion of the Series 2013 Bonds is authorized to be issued as a Tax Exempt Obligation or Taxable Obligation. The Board hereby delegates to the Board Representative the authority to determine what, if any, portion of the Series 2013 Bonds shall constitute a Tax Exempt Obligation, and what, if any, portion of the Series 2013 Bonds shall constitute a Taxable Obligation which determinations shall be set forth in the applicable Pricing Certificate. To the extent that any portion of the Series 2013 Bonds shall constitute Tax Exempt Obligations, for purposes of ensuring that the interest on the Tax Exempt Obligations is and remains excluded from gross income for federal income tax purposes, the Board makes the covenants set forth in Sections 7.02 through 7.04 of this Article VII. In the event that, as determined by the Board Representative and set forth in the Pricing Certificate, no portion of the Series 2013 Bonds constitutes Tax Exempt Obligations, Sections 7.02 through 7.04 of this Article VII shall be of no force or effect.

**Section 7.02. Prohibited Actions.** The Board will not use or permit the use of any proceeds of the Tax Exempt Obligations or any other funds of the Board from whatever source derived, directly or indirectly, to acquire any securities or obligations and shall not take or permit to be taken any other action or actions, which would cause any Tax Exempt Obligations to be an “arbitrage bond” within the meaning of Section 148 of the Code, or would otherwise cause the interest on any Tax Exempt Obligations to be includible in gross income for federal income tax purposes.

**Section 7.03. Affirmative Actions.** The Board will at all times do and perform all acts permitted by law that are necessary in order to assure that interest paid by the Board on the Tax Exempt Obligations shall not be includible in gross income for federal income tax purposes under the Code or any other valid provision of law. In particular, but without limitation, the Board represents, warrants and covenants to comply with the following unless it receives an opinion of Bond Counsel stating that such compliance is not necessary: (a) gross proceeds of the Tax Exempt Obligations will not be used in a manner that will cause the Series 2013 Bonds to be considered “private activity bonds” within the meaning of the Code; (b) the Tax Exempt

Obligations are not and will not become directly or indirectly “federally guaranteed”; and (c) the Board will timely file Internal Revenue Form 8038-G which shall contain the information required to be filed pursuant to Section 149(e) of the Code with respect to the Tax Exempt Obligations.

**Section 7.04. 2013 Tax Certificate.** The Board will comply with the 2013 Tax Certificate delivered to it on the date of issuance of any Series 2013 Bonds constituting Tax Exempt Obligations, including but not limited to the provisions of the 2013 Tax Certificate regarding the application and investment of proceeds of such Series 2013 Bonds, the calculations, the deposits, the disbursements, the investments and the retention of records described in the 2013 Tax Certificate; provided that, in the event the original 2013 Tax Certificate is superseded or amended by a new 2013 Tax Certificate drafted by, and accompanied by an opinion of Bond Counsel stating that the use of the new 2013 Tax Certificate will not cause the interest on such Series 2013 Bonds to become includible in gross income for federal income tax purposes, the Board will thereafter comply with the new 2013 Tax Certificate.

## ARTICLE VIII

### MISCELLANEOUS

**Section 8.01. Applicability of Master Resolution.** Except as otherwise provided herein, the provisions of the Master Resolution govern the Series 2013 Bonds and the 2013 Improvement Projects and the 2013 Refunding Project. The rights, undertakings, covenants, agreements, obligations, warranties, and representations of the Board set forth in the Master Resolution shall in respect of the Series 2013 Bonds be deemed the rights, undertakings, covenants, agreements, obligations, warranties and representations of the Board.

**Section 8.02. Severability and Invalid Provisions.** If any one or more of the covenants or agreements provided in this Sixth Supplemental Resolution on the part of the Board to be performed should be contrary to law, then such covenant or covenants or agreement or agreements shall be deemed severable from the remaining covenants and agreements, and shall in no way affect the validity of the other provisions of this Sixth Supplemental Resolution.

**Section 8.03. Table of Contents and Section Headings Not Controlling.** The Table of Contents and the headings of the several Articles and Sections of this Sixth Supplemental Resolution have been prepared for convenience of reference only and shall not control, affect the meaning of, or be taken as an interpretation of any provision of this Sixth Supplemental Resolution.

**Section 8.04. Effective Date.** This Sixth Supplemental Resolution shall take effect immediately.

ADOPTED AND APPROVED as of February 7, 2013.

[SEAL]

BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM

By \_\_\_\_\_  
Joseph C. Zimlich  
Chair of the Board

ATTEST:

By \_\_\_\_\_  
Mary Lou Makepeace  
Secretary

[Signature page to Sixth Supplemental Resolution]

**EXHIBIT A**

**FORM OF SERIES 2013 BONDS**

**UNLESS THIS CERTIFICATE IS PRESENTED BY AN AUTHORIZED REPRESENTATIVE OF THE DEPOSITORY TRUST COMPANY, A NEW YORK CORPORATION (“DTC”), TO THE 2013 PAYING AGENT, THE 2013 REGISTRAR OR ANY AGENT THEREOF FOR REGISTRATION OF TRANSFER, EXCHANGE OR PAYMENT, AND ANY BOND ISSUED IS REGISTERED IN THE NAME OF CEDE & CO. OR IN SUCH OTHER NAME AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC (AND ANY PAYMENT IS MADE TO CEDE & CO. OR TO SUCH OTHER ENTITY AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC), ANY TRANSFER, PLEDGE OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL INASMUCH AS THE REGISTERED OWNER HEREOF, CEDE & CO., HAS AN INTEREST HEREIN.**

TRANSFER OF THIS BOND OTHER THAN BY REGISTRATION IS NOT EFFECTIVE.

**UNITED STATES OF AMERICA  
STATE OF COLORADO**

**BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM  
[TAXABLE]<sup>1</sup> SYSTEM ENTERPRISE REVENUE [REFUNDING] BONDS  
SERIES 2013[A][B]<sup>2</sup>**

No. R-\_\_\_\_\_ \$ \_\_\_\_\_

<b>Interest Rate (Per Annum)</b>	<b>Maturity Date</b>	<b>Dated As Of</b>	<b>CUSIP</b>
_____ %	March 1, _____	March ____, 2013	196707 _____

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT: \_\_\_\_\_ DOLLARS

The Board of Governors of the Colorado State University System (the “Board” and the “System,” respectively), being a body corporate under the laws of the State of Colorado, for value received, hereby promises to pay to the registered owner specified above or registered assigns solely from the special funds provided therefor, the principal amount specified above, on the maturity date specified above (unless called for earlier redemption), and to pay from such special funds interest thereon on March 1 and September 1 of each year (each an “Interest

<sup>1</sup> Designation of “Taxable” to be included only if, as determined by the Board Representative and set forth in the Pricing Certificate, this Series 2013 Bond constitutes a Taxable Obligation.

<sup>2</sup> Designation of “A” and “B” to be included only if the Series 2013 Bonds are to be issued in multiple series, as determined by the Board Representative and set forth in the Pricing Certificate.



Payment Date”), commencing on [September 1, 2013] at the interest rate per annum specified above, until the principal sum is paid or payment has been provided. This Series 2013 Bond (as hereinafter defined) will bear interest from the most recent Interest Payment Date to which interest has been paid or provided for, or, if no interest has been paid, from the date of this Series 2013 Bond. The principal of and premium, if any, on this Series 2013 Bond are payable upon presentation and surrender hereof at the principal office of the Board’s paying agent for the Series 2013 Bonds (the “2013 Paying Agent”), initially Wells Fargo Bank, National Association. The 2013 Paying Agent’s principal office for such payment shall be in Minneapolis, Minnesota. Interest on this Series 2013 Bond will be paid on each Interest Payment Date (or, if such Interest Payment Date is not a business day, on the next succeeding business day), by check or draft mailed to the person in whose name this Series 2013 Bond is registered (the “registered owner”) in the registration records of the Board maintained by the Board’s registrar for the Series 2013 Bonds (the “2013 Registrar”), initially Wells Fargo Bank, National Association, and at the address appearing thereon at the close of business on the fifteenth day of the calendar month next preceding such Interest Payment Date (the “Regular Record Date”). Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the registered owner hereof at the close of business on the Regular Record Date and shall be payable to the person who is the registered owner thereof at the close of business on a Special Record Date (as described in the resolution of the Board authorizing the issuance of this Series 2013 Bond; herein the “Resolution”), for the payment of any defaulted interest. Such Special Record Date shall be fixed by the 2013 Registrar whenever moneys become available for payment of the defaulted interest, and notice of the Special Record Date shall be given to the registered owners of the bonds of the series of which this is one not less than 10 days prior thereto. Alternative means of payment of interest may be used if mutually agreed to between the owner of any Series 2013 Bond and the 2013 Paying Agent, as provided in the Resolution. All such payments shall be made in lawful money of the United States of America without deduction for the services of the 2013 Registrar or 2013 Paying Agent.

This bond is one of an authorized series of bonds issued under the Resolution designated the Board of Governors of the Colorado State University System, [Taxable]<sup>1</sup> System Enterprise Revenue Bonds, Series 2013[A][B]<sup>2</sup>, in the aggregate principal amount of \$[\_\_\_\_\_] (the “Series 2013 Bonds”).

The Series 2013 Bonds qualify for the Higher Education Revenue Bond Intercept Program (“State Intercept Program”), enacted by the State on June 4, 2008, established pursuant to S.B. 08-245, Section 23-5-139, Colorado Revised Statutes, as amended, and provides for the payment by the State Treasurer of principal of and interest due with respect to revenue bonds issued by state supported institutions of higher education if such an institution will not make the payment by the date on which it is due.

It is hereby certified that all acts, conditions and things required to be done precedent to and in the issuance of this Series 2013 Bond and the series of which it is a part have been

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<sup>1</sup> Designation of “Taxable” to be included in the Series 2013 Bond form only if, as determined by the Board Representative and set forth in the Pricing Certificate, this Series 2013 Bond constitutes a Taxable Obligation.

<sup>2</sup> Designation of “A” and “B” to be included only if the Series 2013 Bonds are to be issued in multiple series, as determined by the Board Representative and set forth in the Pricing Certificate

properly done, have happened, and have been performed in regular and due time, form and manner as required by the Constitution and laws of the State of Colorado and the proceedings herein mentioned, and that this series of bonds does not exceed any constitutional or statutory limitation.

This Series 2013 Bond shall not be valid or obligatory for any purpose until the 2013 Registrar shall have manually signed the certificate of authentication hereon.

The Series 2013 Bonds are issuable solely as fully registered bonds in denominations of \$5,000 and any integral multiple thereof and are exchangeable for fully registered Series 2013 Bonds of the same maturity in equal aggregate principal amounts and in authorized denominations at the aforesaid office of the 2013 Registrar but only in the manner, subject to the limitations, and on payment of the charges provided in the Resolution.

The 2013 Registrar will not be required to transfer or exchange (a) any Series 2013 Bond subject to redemption during a period beginning at the opening of business 15 days before the day of the mailing by the 2013 Registrar of a notice of prior redemption of Series 2013 Bonds and ending at the close of business on the day of such mailing, or (b) any Series 2013 Bond after the mailing of notice calling such Series 2013 Bond or any portion thereof for prior redemption.

The Series 2013 Bonds maturing on and before March 1, 20\_\_\_ are not subject to optional prior redemption. The Series 2013 Bonds or portions thereof maturing on and after March 1, 20\_\_\_, are subject to redemption prior to their respective maturities, at the option of the Board, on or after March 1, 20\_\_\_, in whole or in part at any time, in such order of maturities as the Board shall determine and by lot within a maturity, in integral multiples of \$5,000 (giving proportionate weight to Series 2013 Bonds in denominations larger than \$5,000), in such manner as the 2013 Paying Agent may determine, at a redemption price equal to \_\_\_% of the principal amount of each Series 2013 Bond or portion thereof so redeemed plus accrued interest thereon to the redemption date.

The Series 2013 Bonds maturing on March 1, 20\_\_\_, are subject to mandatory sinking fund redemption by lot in such manner as the 2013 Paying Agent may determine (giving proportionate weight to Series 2013 Bonds in denominations larger than \$5,000), on March 1 in the designated amounts of principal and designated years as if such installments of principal then matured, at a price equal to 100% of the principal amount of each Series 2013 Bond or portion thereof so redeemed and accrued interest to the redemption date, as follows:

<b>Redemption Date (March 1)</b>	<b>Principal To Be Redeemed</b>
20___	\$ _____
20___	_____

The principal amount of Series 2013 Bonds maturing on March 1, 20\_\_\_, required to be redeemed on any particular date shall be reduced in regular chronological order by an amount equal to the par value of any such Series 2013 Bonds maturing on March 1, 20\_\_\_ redeemed at the Board's option not less than 45 days prior to the redemption date fixed for the mandatory

sinking fund redemption. The remaining \$\_\_\_\_\_ principal amount of Series 2013 Bonds maturing on March 1, 20\_\_\_\_, shall be paid upon presentation and surrender at or after their maturity on March 1, 20\_\_\_\_, unless otherwise sooner redeemed as described above.]

In the case of a Series 2013 Bond of a denomination larger than \$5,000, a portion of such Series 2013 Bond (\$5,000 or any integral multiple thereof) may be redeemed, in which case the 2013 Registrar shall, without charge to the owner of such Series 2013 Bond, authenticate and issue a replacement Series 2013 Bond or Bonds for the unredeemed portion thereof. Redemption shall be made upon not less than 30 days' prior mailed notice to each registered owner as shown on the registration records maintained by the 2013 Registrar, as provided in the Resolution.

This Series 2013 Bond is fully transferable by the registered owner hereof in person or by his duly authorized attorney on the registration records maintained by the 2013 Registrar upon surrender of this Series 2013 Bond together with a duly executed written instrument of transfer satisfactory to the 2013 Registrar. Upon such transfer a new fully registered Series 2013 Bond or Series 2013 Bonds of authorized denomination or denominations of the same aggregate principal amount and maturity will be issued to the transferee in exchange for this Series 2013 Bond, subject to such terms and conditions as set forth in the Resolution. The Board, 2013 Registrar and 2013 Paying Agent may deem and treat the person in whose name this Series 2013 Bond is registered as the absolute owner hereof for the purpose of making payment (except to the extent otherwise provided hereinabove and in the Resolution with respect to Regular and Special Record Dates for the payment of interest) and for all other purposes and the Board and 2013 Paying Agent and 2013 Registrar shall be not affected by notice to the contrary.

The Series 2013 Bonds are issued by the Board for the purpose of defraying the cost of certain improvement and refunding projects to be located at Colorado State University and Colorado State University-Pueblo, as authorized by and pursuant to Article 5, Title 23, Colorado Revised Statutes, as amended, Sections 23-31-128 through 23-31-134, Colorado Revised Statutes, as amended, Article 54, Title 11, Colorado Revised Statutes, as amended, and Part 2, Article 57, Title 11, Colorado Revised Statutes, as amended.

This Series 2013 Bond does not constitute a debt or an indebtedness of the State, the Board or the System within the meaning of any constitutional or statutory provision or limitation, shall not be considered or held to be a liability or general obligation of the State, the Board or the System, and is payable and collectible as an obligation of the Board solely out of the net revenues (including Student Fees) (the "Net Revenues") to be derived from the operation of certain revenue-producing Facilities and Research Facilities, as well as certain Tuition Revenues, as such Net Revenues, Student Fees, Facilities, Research Facilities and Tuition Revenues are defined in the Resolution. The owner hereof may not look to any general or other fund of the State or the System for the payment of the principal of, premium, if any, and interest on this obligation, except the special funds pledged therefor.

Payment of the Series 2013 Bonds and the interest thereon shall be made from, and as security for such payment there is pledged pursuant to the Resolution, a special fund identified as the "System Enterprise Debt Service Fund" (the "Debt Service Fund"), into which fund the Board covenants to pay from the Net Revenues moneys sufficient to pay when due the principal of, premium, if any, and interest on the Series 2013 Bonds. The Series 2013 Bonds constitute an

irrevocable lien on the Net Revenues, subordinate only to the lien on certain of such Net Revenues of the Prior Bonds. The Series 2013 Bonds are being issued on parity with the Board's: Tax Exempt System Enterprise Revenue Bonds, Series 2007A; Tax Exempt System Enterprise Refunding Revenue Bonds, Series 2007B; Taxable System Enterprise Revenue Bonds, Series 2007C; System Enterprise Revenue Bonds, Series 2008A; System Enterprise Revenue Bonds, Series 2009A; System Enterprise Revenue Bonds, Series 2010A; Taxable System Enterprise Revenue Bonds (Build America Bonds – Direct Payment to the Board), Series 2010B; Taxable System Enterprise Revenue Bonds (Recovery Zone Economic Development Bonds – Direct Payment to the Board), Series 2010C; System Enterprise Bonds, Series 2012A; System Enterprise Revenue Refunding Bonds, Series 2012B and Taxable System Enterprise Revenue Refunding Bonds, Series 2012C<sup>1</sup>. Outstanding Obligations in addition to the Series 2013 Bonds, subject to expressed conditions, may be issued and made payable from the Net Revenues and having a lien thereon subordinate and junior to the lien, or subject to additional expressed conditions, having a lien thereon on a parity with the lien thereon of the Series 2013 Bonds, as provided in the Resolution.

Reference is made to the Resolution and any and all modifications and amendments thereof and to the designated statutes for the provisions, among others, with respect to the custody and application of the proceeds of the Series 2013 Bonds, for a description of the nature and extent of the security for the Series 2013 Bonds, the funds or revenues pledged, the nature and extent and manner of enforcement of the pledge, the rights and remedies of the owners of the Series 2013 Bonds with respect thereto, the terms and conditions upon which the Series 2013 Bonds are issued, and a statement of rights, duties, immunities and obligations of the Board and the rights of the owners of the Series 2013 Bonds.

To the extent and in the respects permitted by the Resolution, the provisions of the Resolution or any resolution amendatory thereof or supplemental thereto may be modified or amended by action on behalf of the Board taken in the manner and subject to the conditions and exceptions prescribed in the Resolution. The pledge of the Net Revenues and other duties of the Board under the Resolution may be discharged at or prior to the maturity or redemption of the Series 2013 Bonds upon the making of provision for the payment thereof on the terms and conditions set forth in the Resolution.

The Board covenants and agrees with the owner of this Series 2013 Bond and with each and every person who may become the owner hereof that it will keep and perform all of the covenants of the Resolution.

When all principal of, premium, if any, and interest on the Series 2013 Bonds, or any portion thereof, have been duly paid, the pledge and lien of all obligations hereunder shall thereby be discharged as to such issue or part of such issue and such issue or part of such issue shall no longer be deemed to be Outstanding within the meaning hereof. There shall be deemed to be such due payment if the Board has placed in escrow or in trust with a trust bank exercising trust powers, an amount sufficient (including the known minimum yield available for such purpose from federal securities in which such amount wholly or in part may be initially invested) to meet all requirements of principal of, premium, if any, and interest on the securities issue, as

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<sup>1</sup> Update to reflect outstanding parity bonds as of issuance of Series 2013 Bonds.

such requirements become due to their final maturities or upon any designated redemption dates. The federal securities shall become due prior to the respective times on which the proceeds thereof shall be needed, in accordance with a schedule established and agreed upon between the Board and such trust bank at the time of the creation of the escrow or trust, or the federal securities shall be subject to redemption at the option of the holders thereof to assure such availability as so needed to meet such schedule.

No recourse shall be had for the payment of the principal of, premium if any, and interest on this Series 2013 Bond or for any claim based thereon or otherwise in respect to the Resolution against any individual member of the Board, past, present or future, either directly or through the Board or the System, or through any successor body corporate of either, whether by virtue of any constitution, statute or rule of law, or by the enforcement of any penalty or otherwise, all such liability, if any, being by the acceptance of this Series 2013 Bond and as a part of the consideration of its issuance specially waived and released. The obligation of the Board, as a body corporate, to the owner hereof is limited to applying funds for the payment hereof, as set forth above and as more fully delineated in the Resolution, and to otherwise complying with the contractual provisions therein.

Unless this certificate is presented by an authorized representative of The Depository Trust Company, a New York corporation (“DTC”), to the Board or its agent for registration of transfer, exchange, or payment, and any certificate issued is registered in the name of Cede & Co. or in such other name as is requested by an authorized representative of DTC (and any payment is made to Cede & Co. or to such other entity as is requested by an authorized representative of DTC), **ANY TRANSFER, PLEDGE, OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL** inasmuch as the registered owner hereof, Cede & Co., has an interest herein.

This Series 2013 Bond is issued pursuant to the Supplemental Public Securities Act, Colorado Revised Statutes, Sections 11-57-201 et seq., as amended, and, pursuant to Section 11-57-210, C.R.S., this recital shall be conclusive evidence of the validity and the regularity of the issuance of this Bond after its delivery for value.

IN TESTIMONY WHEREOF, the Board of Governors of the Colorado State University System has caused this Series 2013 Bond to be executed in the name and on the behalf of the Board with the manual or facsimile signature of its Chair, and to be attested and signed with the manual or facsimile signature of the Secretary of the Board; and has caused the facsimile of the seal of the System to be affixed hereon, all as of \_\_\_\_\_, 2013.

[FACSIMILE SEAL]

BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM

By \_\_\_\_\_  
                    (Manual or Facsimile Signature)  
                    Chair of the Board

ATTEST:

By \_\_\_\_\_  
                    (Manual or Facsimile Signature)  
                    Secretary of the Board

[FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2013 BONDS]

**CERTIFICATE OF AUTHENTICATION**

Date of authentication and registration: \_\_\_\_\_

This is one of the Series 2013 Bonds described in the within-mentioned Resolution, and this Series 2013 Bond has been duly registered on the registration records kept by the undersigned as 2013 Registrar for such Series 2013 Bonds.

WELLS FARGO BANK, NATIONAL  
ASSOCIATION, as Registrar

By \_\_\_\_\_ (Manual Signature)  
Authorized Officer or Employee

[END OF FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2013 BONDS]

[FORM OF ASSIGNMENT OF SERIES 2013 BONDS]

**ASSIGNMENT**

For value received, the undersigned hereby sells, assigns and transfers unto \_\_\_\_\_ the within Series 2013 Bond and hereby irrevocably constitutes and appoints \_\_\_\_\_ attorney, to transfer the same on the records kept for registration of the within Series 2013 Bond, with full power of substitution in the premises.

Dated: \_\_\_\_\_

NOTE: The signature to this Assignment must correspond with the name as written on the face of this Series 2013 Bond in every particular, without alteration or enlargement or any change whatsoever.

Signature Guaranteed:

\_\_\_\_\_

Name and address of transferee:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Social Security or other  
tax identification number of transferee:

\_\_\_\_\_

TRANSFER FEE MAY BE REQUIRED

[END OF FORM OF ASSIGNMENT OF SERIES 2013 BONDS]



[FORM OF LEGAL OPINION CERTIFICATE]

**LEGAL OPINION**

I, the undersigned, Secretary of the Board of Governors of the Colorado State University System (the "Board") hereby certify that the following approving legal opinion of Kutak Rock LLP, Denver, Colorado, to-wit:

[Attorneys' approving opinion to be inserted.]

is true, perfect and complete copy of a manually executed and dated copy thereof on file in the records of the Board in my office; that manually executed and dated copies of the opinion were addressed and forwarded to a representative of the Underwriters and that the opinion was dated and issued as of the date of original delivery of and payment to the Board for the bonds of the series of which this Series 2013 Bond is one.

IN WITNESS WHEREOF, I have caused to be hereunto set my manual or facsimile signature.

By \_\_\_\_\_ (Manual or Facsimile Signature)  
Secretary of the Board

[END OF FORM OF LEGAL OPINION CERTIFICATE]

**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA  
February 7, 2013 – Pueblo**

**Board Members:** Scott Johnson/Chair, Ed Haselden  
Frank Zizza, Kandi Brown, Regina Martel

**CSURF Board Liaison:** TBD

**Staff:** Kathleen Henry

**EXECUTIVE SESSION**

**OPEN SESSION**

1. Bay Farm Bike Trail Easement to City of Fort Collins (Tony Frank) Action
2. Anticipated Program Plans - CSU (Tony Frank) Update

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:**

Land: Grant of Easement to the City of Fort Collins for a Bicycle/Pedestrian Trail across the area known as the Bay Farm.

**RECOMMENDED ACTION:**

**MOVED**, that the Board of Governors approve the grant of a non-exclusive permanent easement of up to 23,000 square feet being generally 765 feet long and 30 feet wide to the City of Fort Collins, for installation, operation and maintenance of an bicycle and pedestrian trail across property owned by the Board, as generally shown on Exhibit A for an administrative fee of \$550.

**FURTHER MOVED**, that the President of Colorado State University, in consultation with the Office of General Counsel, is hereby authorized to sign implementing contracts and other documents as may be necessary and appropriate to consummate the transaction.

**EXPLANATION:**

Presented by Dr. Tony Frank, President, Colorado State University.

The City of Fort Collins has requested a permanent nonexclusive easement for a bicycle/pedestrian trail across land owned by the Board and the Colorado State University Research Foundation (CSURF) in the area known as the Bay Farm. The trail will be a relocation of a trail easement previously granted by CSURF.

The new trail location, which is compatible with planned future use of the property, will provide a direct and enhanced route between the Spring Creek Trail Easement and the Mason Transportation Corridor Trail as shown on the attached Exhibit A. Trail alignment may be either a straight or split connection to the Mason Transportation Corridor Trail depending upon final design layout. As part of the project the City will reconfigure the fence surrounding the Cooperative Fisheries Research Unit.

The University has a long standing commitment to support the Mason Transportation Corridor project and other local bicycle/pedestrian trails based upon the benefits to the University community.

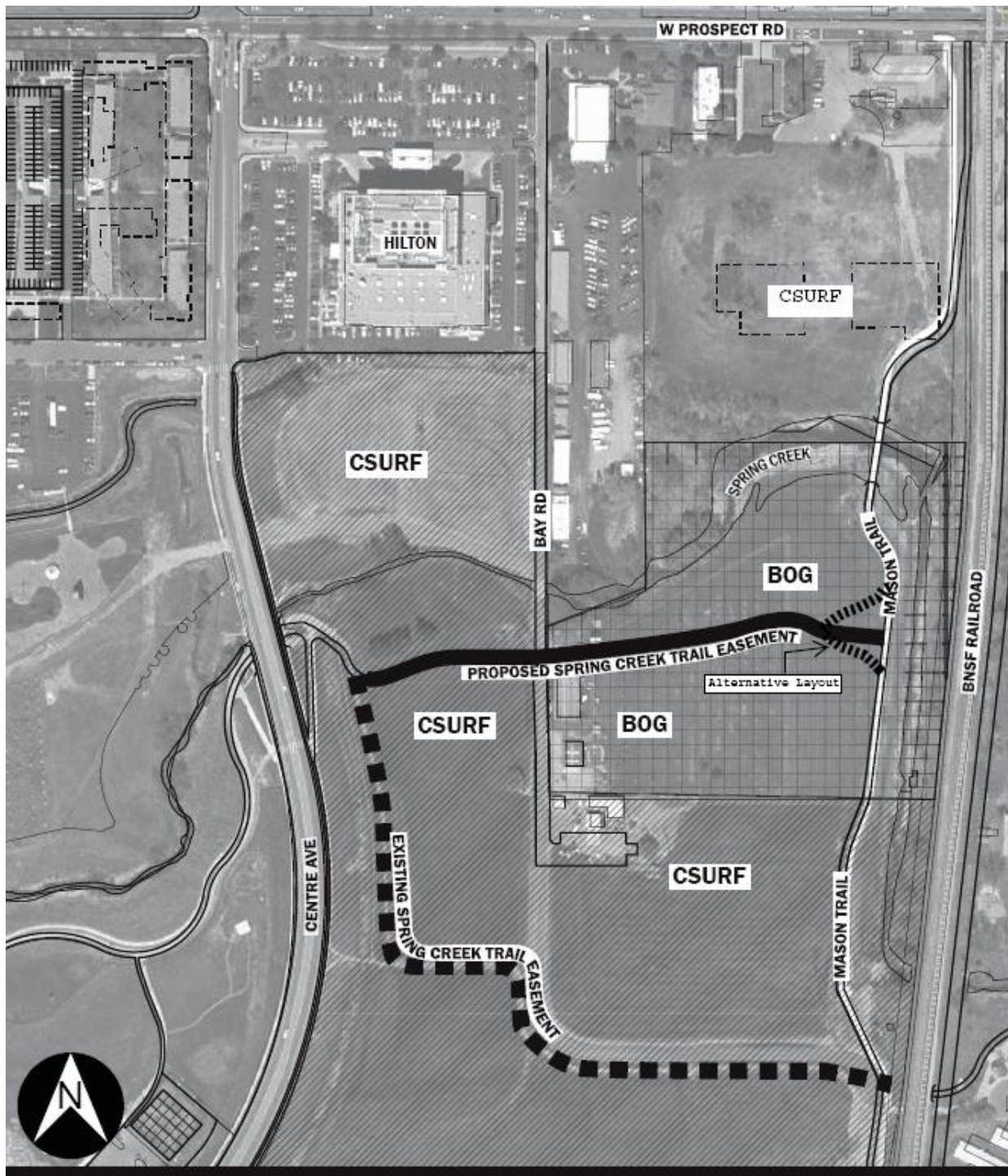
\_\_\_\_\_  
Approved

\_\_\_\_\_  
Denied

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Date

EXHIBIT A



**PROPOSED REALIGNMENT FOR SPRING CREEK TRAIL**

JANUARY 9, 2013

**Colorado State University**

CSU –Land: Grant of Easement for Bicycle/Pedestrian Trail at Bay Farm

**BOARD OF GOVERNORS**  
**February 6-8, 2013**  
**Pueblo, Colorado**

**FRIDAY, February 8, 2013** (*CSU-Pueblo Campus*)

**Board of Governors Breakfast**

**7:30 a.m. – 8:00 a.m.**

**BOARD OF GOVERNORS MEETING**

**COMMENCE MEETING – CALL TO ORDER**

**8:00 a.m. – 1:00 p.m.**

**1. PUBLIC COMMENT** (*5 min.*)

8:00 a.m. – 8:05 a.m.

**2. BOARD CHAIR’S AGENDA** (*30 min.*)

8:05 a.m. – 8:35 a.m.

**3. EXECUTIVE SESSION** (*1 hr.*)

8:35 a.m. – 9:35 a.m.

**4. FACULTY & STUDENT REPRESENTATIVES’ REPORTS** (*1 hr.*)

9:35 a.m. – 10:35 a.m.

A. Faculty Reports

- CSU-Pueblo: Faculty Report – Presented by Frank Zizza (*10 min.*)
- CSU-Fort Collins: Faculty Report – Presented by Carole Makela (*10 min.*)
- CSU-Global Campus: Faculty Report – Presented by Richard Weinberger (*10 min.*)

B. Student Reports

- CSU-Pueblo: Student Report – Presented by Logan Gogarty (*10 min.*)
- CSU-Fort Collins: Student Report – Presented by Regina Martel (*10 min.*)
- CSU-Global Campus: Student Report – Presented by Kandi Brown (*10 min.*)

**5. CHANCELLOR’S REPORT** (*30 min.*)

10:35 a.m. – 11:05 a.m.

**6. PRESIDENTS’ REPORTS and CAMPUS UPDATES** (*40 min.*)

11:05 a.m. – 11:45 a.m.

A. CSU-Pueblo: President’s Report – Presented by Lesley Di Mare (*10 min.*)

B. CSU-Fort Collins: President’s Report – Presented by Tony Frank (*20 min.*)

C. CSU-Global: President’s Report – Presented by Becky Takeda-Tinker (*10 min.*)

Break and Working Lunch (*15 min.*)

11:45 a.m. – 12:00 p.m.

**7. COMMITTEE REPORTS AND RESOLUTIONS** (*40 min.*)

12:00 p.m. – 12:40 p.m.

A. **Evaluation Committee** (Dennis Flores, Chair) (*10 min.*)

B. **Academic and Student Affairs Committee** (Dorothy Horrell, Chair) (*10 min.*)

C. **Audit and Finance Committee** (Ed Haselden, Chair) (*10 min.*)

D. **Real Estate/Facilities Committee** (Scott Johnson, Chair) (*10 min.*)

**8. CONSENT AGENDA** (*5 min.*)

12:40 p.m. – 12:45 p.m.

A. Colorado State University System

- Minutes of the December 6, 2012 Evaluation Committee Meeting
- Minutes of the December 6, 2012 Academic and Student Affairs Committee Meeting
- Minutes of the December 6, 2012 Audit and Finance Committee Meeting

Colorado State University System  
Board of Governors Retreat and Meeting Agenda  
February 6-8, 2013

- Minutes of the December 6, 2012 Real Estate/Facilities Committee Meeting
- Minutes of the December 7, 2012 Board of Governors Meeting

B. CSU-Fort Collins

- Nondelegable Personnel Actions
- 2012-13 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.3.1.b – College of Applied Human Sciences

C. CSU-Global

- Approval of Degree Candidates – Winter C Term

**9. BOARD MEETING EVALUATION** (15 min.)

12:45 p.m. – 1:00 p.m.

**10. ADJOURNMENT**

**1:00 p.m.**

**Next Board of Governors Meeting: May 2-3, 2013 – CSU-Fort Collins**

**APPENDIX**

- Board Correspondence
- Construction Status Reports
- Readings on Higher Education

# Section

1

## Public Comment

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# Section

## 2

### Board Chair's Agenda

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# Section

3

## Executive Session

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# Section

## 3

# Faculty and Student Representative Reports

COLORADO STATE UNIVERSITY – PUEBLO  
FACULTY REPORT  
FEBRUARY 2013

This report covers highlights since the December 2012 Board of Governors meeting.

**University Budget Board Status**

Under the direction of President Di Mare, this past fall the University Budget Board (UBB) was expanded from 12 members to 30 members to more accurately represent the entire campus and charged with developing a new strategic initiative to evaluate all CSU-Pueblo administrative and academic units. The initiative has been named the Program to Review and Establish Priorities and its goals are to align future budgetary decisions with long-term planning and thus to strengthen all campus programs and optimize the campus’s financial viability.

The UBB began last fall to devise methods of collecting data from every program, to perform evaluations of all campus programs and to prioritize the results and make recommendations to the President. The board identified 113 different campus programs for review. This past January the UBB finalized the forms that will be used to collect data from the programs, guidelines and rubrics were created to evaluate the data and teams were selected to perform the program evaluations. This February the evaluation forms will be delivered to the program coordinators, along with relevant financial data from the office of the VP for Financial Affairs and the Office of Institutional Research. The timeline for the remaining parts of the process is below. Complete information can be found at <http://www.colostate-pueblo.edu/PREP> .

Jan 30	Distribute PREP forms and data to vice presidents for distribution to individual programs. UBB finalizes evaluation process.
Feb 27	Vice Presidents submit completed PREP forms to UBB from respective units.
Feb 27- Mar 13	PREP data reviewed by criteria subcommittees of UBB.
Mar 14- Apr 3	UBB discusses prioritization results and prepares budget recommendations
Apr 4	UBB submits FY14 Program Prioritization results to President Di Mare

**Faculty Workload Analysis**

A committee comprised of faculty members from each College was constituted by Provost Kreminski to create a response to Chancellor Martin’s request to conduct a CSU-Pueblo faculty workload review. The committee members are: Professors William Folkestad, Committee Chair, College of Humanities and Social Science; Sue Hanks, Hasan School of Business; Susan Calhoun Stuber, College of Humanities and Social Science; Donna Wofford, College of Education, English, and Professional Studies; and Frank Zizza, College of Science and

Mathematics. The committee met with Provost Kreminski on January 22<sup>nd</sup> to discuss the committee's charge. The committee has created a draft version of a survey instrument and the most current version is currently being field tested on select faculty members. The anticipated schedule is to collect data in February, to compile and analyze the data in March and to prepare and deliver a final report to President DiMare and Provost Kreminski in April 2013.

### **Enhanced Retention Efforts**

Under the leadership of [President Di Mare](#), a retention consultant was hired last year to improve our efforts on student retention, persistence and graduation rates. The consultant, [Teresa Farnum](#), met last spring with many campus stakeholder groups, including the Enrollment Management Team, the TRiO Staff, the Developmental Education Leadership Team, the Staff in First-Year Programs, the General Education Board, the Honors Program Team Workshop, the Student Academic Services Staff as well as all campus administrators. This past fall the consultant met with even more stakeholder groups and a Retention Planning Retreat was held on October 11. During the multiday retreat, different groups analyzed information provided by Institutional Research and the consultant and discussed possible strategies. At the conclusion several task force teams were created, the principal one being the Retention Task Force. The retreat identified areas that could be explored, developed or expanded to enhance retention and teams were created to develop action plans for each identified area. The areas and team names are the Finance Team, the Low Performing Students Team, the Faculty Team, the Service Team and the Residence Life Team. At the conclusion of the fall semester each team developed an action plan. Those plans were reviewed by the consultant and the process of implementing the revised action plans has commenced. On February 11 the Retention Task Force, the Teams and the consultant will present the plans to the entire campus for the purpose of informing and engaging the faculty and staff that have not yet been involved in the process.

### **Statewide Efforts on Remedial Instruction**

Last year, the Colorado Department of Higher Education formed two workgroups to review state policies and changes in those policies found recent in House Bill 12-1155. These two groups are the Admission and Transfer Policy Review Team and the Remedial Education Policy Review Team. There is a Colorado State System representative on each team. The goal of these reviews is to close the gap between the admissions policies and the policies regarding remedial education of admitted students. Based on current admissions policies and the Index Scores, students may be admitted to a state college or university and yet need to improved their basic English and math skills before they can enroll in credit bearing courses. Current policies prohibit most Colorado universities from receiving COF funding for remedial instruction, and for this reason, many of the universities require students to take the skill building courses at local community colleges or elsewhere. Recent legislative directives allow for universities and colleges to receive COF for students needing remediation, if those remediative efforts are tied to credit bearing courses. This has been named Supplemental Academic Instruction (SAI) and

state policies for SAI proposed by the drafting teams have appeared before the Academic Council of the Colorado Department of Higher Education

Below is an excerpt from House Bill 12-1155, signed into effect by the Governor on June 4, 2012.

(1.5) (a) (I) THE COMMISSION SHALL ESTABLISH AND THE GOVERNING BOARDS SHALL IMPLEMENT A POLICY PURSUANT TO SECTION 23-1-113.3 TO IDENTIFY MATRICULATED STUDENTS WHO NEED BASIC SKILLS COURSES IN ENGLISH AND MATHEMATICS AND STANDARDS AND PROCEDURES WHEREBY STATE INSTITUTIONS OF HIGHER EDUCATION MAY OFFER BASIC SKILLS COURSES AS PROVIDED IN SECTION 23-1-113.3. THE COMMISSION, IN CONSULTATION WITH THE GOVERNING BOARDS, SHALL ENSURE THAT THE POLICY ALIGNS WITH THE ADMISSION POLICY ADOPTED PURSUANT TO SUBSECTION (1) OF THIS SECTION. IN IDENTIFYING THE STANDARDS FOR BASIC SKILLS, THE COMMISSION MAY DIFFERENTIATE REQUIREMENTS FOR MATHEMATICS BASED ON THE PREREQUISITE SKILLS NEEDED FOR REQUIRED COURSES WITHIN A STUDENT'S DECLARED PROGRAM OF STUDY. (II) AS PART OF THE POLICY ESTABLISHED PURSUANT TO THIS PARAGRAPH (a), **THE COMMISSION MAY AUTHORIZE A STATE INSTITUTION OF HIGHER EDUCATION TO PROVIDE SUPPLEMENTAL ACADEMIC INSTRUCTION EVEN THOUGH THE INSTITUTION IS NOT AUTHORIZED TO PROVIDE BASIC SKILLS COURSES PURSUANT TO SECTION 23-1-113.3. THE INSTITUTION MAY RECEIVE STIPEND PAYMENTS FROM THE STATE PURSUANT TO SECTION 23-18-202 ON BEHALF OF AN ELIGIBLE UNDERGRADUATE STUDENT, AS DEFINED IN SECTION 23-18-102 (5), WHO IS ENROLLED IN A COLLEGE-LEVEL COURSE THAT INCLUDES SUPPLEMENTAL ACADEMIC INSTRUCTION.**

The complete House Bill 12-1155 can be found at:

[http://www.leg.state.co.us/clics/clics2012a/csl.nsf/fsbillcont3/64C3361BBB1CA6C187257981007DBE2F?open&file=1155\\_enr.pdf](http://www.leg.state.co.us/clics/clics2012a/csl.nsf/fsbillcont3/64C3361BBB1CA6C187257981007DBE2F?open&file=1155_enr.pdf) .

The DHE task forces are also reviewing enhanced and expanded assessment tools for both admission and placement, and exploring possible changes to the “cut scores” used to place students into entry level coursework and supplemental academic instruction.

### **CSU-P Provost Search**

The Chair of the Provost search committee, Professor Carol Foust, reports that the search is progressing well this second time around. The pool of qualified applicants numbers 53, up from 45 in the initial search last fall. Her response is quoted here: “We still had candidates from the last pool that were considered – probably around 25 – and 28 new candidates that were

well-qualified. I believe the first time we had about 45 that were well-qualified. We have chosen 14 candidates and 2 alternates to SKYPE interview in early February. We do have some very well-qualified people. I'm feeling hopeful."

### **Faculty Senate Items In-Progress**

The Senate subcommittee on Faculty Policies and Procedures is working on several fronts, including improving the Conflict of Interest Forms and formulating recommendations to replace the "At Will Contracts". They are also soon to meet with the Chairs' Council to discuss the chairs' concerns about the recently introduced Annual Performance Review reporting sheet.

Respectfully Submitted,

A handwritten signature in black ink that reads "Frank Zizza" followed by a long horizontal flourish.

Frank Zizza, Ph.D.  
BOG Faculty Representative

## Report by the Faculty Representative, Faculty Council, to the Board of Governors

February 8, 2013, Pueblo

1. Programs/actions approved by Faculty Council:
  - a. Undergraduate:
    - i. Minor in Arts Leadership and Administration
    - ii. Electronic Art Concentration in the Major in Art (BFA)
    - iii. Speech Teacher Licensure Concentration in the Major in Speech Communications (BA), formerly Teacher Licensure Concentration with Speech and Theatre options
  - b. Graduate:
    - i. Specialization in Deliberative Practices in the MA in Communication Studies
  - c. New special academic unit:
    - i. Graduate Degree in Public Health (degree exists), takes advantage of the special academic unit status for interdisciplinary areas of study in multiple colleges
  - d. College renaming:
    - i. College of Applied Human Sciences to the College of Health Sciences
2. Professional Development Institute (PDI) with the theme "Encourage Curiosity: was held January 14-16 for faculty, state classified personnel, administrative professionals, and graduate students.

The sessions covered 18 themes listed here with the number of sessions in each noted indicating the breadth and depth of the offerings to provide for professional growth and personal enrichment. Taking advantage of the expertise at CSU, most presenters are faculty and staff.

- a. 8 themes in Teaching and Learning: General (14); General Technology Issues (6); Critical Thinking (4); Advising (3); Service Learning (2); Web 2.0/Social Networking (2), Writing/Writing Across the Curriculum (WAC) (2); Curriculum Development (1).
- b. Personal/Professional Enrichment (20)
- c. Administrative Issues (18)
- d. Instructional and Informational Technology (15)
- e. Safety and Health (11)
- f. Research (7)
- g. Diversity (5)
- h. Management/Supervisory Skills (4)
- i. Student Affairs (3)
- j. Green Initiatives and Issues (3)
- k. Outreach (1)

Past PDIs (2009-2012) are archived, which include abstracts of the presentations and identification of the presenters.

3. SPARCFest 2013 was held January 23 as the annual update to the University's strategic planning and budgeting process. The six Strategic Plan Area Review Committees (SPARC) reporting included CSU



2020 and Infrastructure SPARC; Research and Discovery SPARC; Diversity SPARC; Engagement /Outreach SPARC; Teaching and Learning SPARC; and the Faculty/Staff Development SPARC. Each committee has representation from the faculty, administrative professionals, state classified personnel, and, where appropriate, students. This open forum is the precursor to the University Budget Retreat scheduled for January 30<sup>th</sup>.

4. Faculty Council Reports and Discussion Topics in December 2012

A report was given on the proposed outsourcing of CSU email and calendars and questions related to security, location of servers, spam filtering, costs, capacity, and ease of transition were asked by the faculty.

The December discussion topic was ‘accessibility of electronic and information technology with the focus on accessibility of electronic information in the classroom and online to students with disabilities and different learning/cognitive styles. Resources and training for faculty are available at <http://www.accessibility.colostate.edu>

The February, 2013, discussion topic will be on mental health and safety of students similar to the report received by the Board in December.

5. Items of continuing interest to the faculty (in progress)

5.1. Drafting of policy allowing for multi-year contracts for adjunct faculty per passage of HB12-1144, Employment Contracts Non-tenure Track Faculty. It has been found that employment categories need redefinition and revision.

5.2. Preparation for Higher Learning Commission (HLC) Accreditation visit in November 2013

5.3. Consideration of standards related to the potential awarding of University sanctioned academic certificates—the process has been identified, the definitions and criteria are being developed.

Clarification has been received from the CO Department of Higher Education that ‘certificates below the graduate level may be may offered only by institutions with a two-year statutory role and mission’. This directive is guiding the development of certificates at the graduate level.

5.4. Faculty Council Executive Committee completing annual evaluation of the FC Chair, the University Grievance Officer, and the University Mediators.

5.5. The call has been issued for nominations for Faculty Council officers for election in March.

5.6. The flu reporting system for students and employees has been activated as of January 24<sup>th</sup>.

Carole J. Makela, Professor  
Faculty Representative to the Board  
January 24, 2013



### Faculty Demographics

- Monthly hiring with initial training sessions that start every four weeks
- Over 300 active Faculty  
82% of faculty hold a terminal degree
- 26% indicate they are from an underrepresented minority
- For the January start, faculty were assigned to 346 course sections

### Faculty Expectations – Goals to Increase Student Performance

- First week of class
  - Email all new students introducing yourself and reminding students of textbook and APA manual requirements for courses (prior to start of class)
  - Respond individually and by name to ALL initial student postings in Introductions discussion forums
  - Personalize response and provide helpful information about course and expectations
  - Encourage students to move forward with Module 1 – concentrate on time management
- Weekly announcements
  - Post announcement at beginning of week
  - Sum up past week's learning
  - Outline assignments and expectation of the new week
- Continued presence
  - Engagement is key to student success
  - Make frequent announcements
  - Check email messages and general discussion questions every 24 hours
  - Log into class at five times per week **INCLUDING** at least once on either Saturday or Sunday to participate and answer student questions
  - Respond to each student who posts at least once per week

Board of Governors of the  
Colorado State University System  
February 8, 2013  
Faculty Representative Report Item

- Grading
  - Grade all work within 72 hours of due date
  - Markup student papers with comments and specific areas for improvement
  - Tone for grading comments is positive and constructive
  - Ask and answer questions to stimulate critical thinking
  - Clearly incorporate grading rubrics and their criteria into feedback
  - Refer students to tutoring as needed
  
- End of course wrap-up
  - Encourage students to complete end-of-course evaluations (provides GSU-Global with valuable information to improve our programs)
  - Thank students for their participation and express a desire to see them continue pursuing their educational goals

**Faculty Alert System**

- Faculty can advise administration on student related concerns
  - Student participation alert
  - Student personal alert
  - Student plagiarism alert
  - Student progress alert
  - Student withdrawal alert
- Available 24/7
- Real time
- Immediate notification to academic advising, student success, and others
- Issues are logged and tracked



## Student Representative's Report

### **Colorado State University-Pueblo**

Logan S. Gogarty

- **President's Dinner-** I recently met with Chris Turner a former ASG president who is currently an attorney at Koncilija's law firm. We discussed the idea of doing a past, current, and future ASG President of CSU-Pueblo dinner. This would be a great way for past alumni to return to campus and find out what's going on. It will also help the newly elected president receive a great deal of information and assistance starting their new term. Our planning committee has met again and we are sending a save the date invitation before the end of the month. We will also have a quartet playing during the dinner and a campus tour with open bars at each building. Golf carts will be available for anyone needing assistance on the tour. I also started a past ASG Presidents Facebook page to help recruit for the event and get alumni re-connected with the school.
- **Wolfie's List-** This was intended to be a place for students to trade and sell books, find roommates, find people to commute with, etc. We have had significant difficulty working with IT to make this happen. I have scheduled another meeting with Jeff Miller the website manager and we will discuss other options. We are looking into creating a Facebook page instead and putting a link on the CSU-pueblo webpage. If we decide to go this route, everything will be up and running before the end of the semester.
- **Pueblo City Center Partnership-** Last November I was voted a member of this city board. I attended my first meeting as a board member January 17<sup>th</sup>. I'm very excited about this opportunity to combine efforts in the branding and marketing of Pueblo. Many important topics were discussed that relate to CSU-Pueblo. We discussed hanging CSU-Pueblo banners off street poles in the downtown area, successfulness of the Redline shuttle, and how to promote and boost Pueblo's economy by bringing college students into the downtown district. I suggested we

start a Facebook campaign to help changes people's perception of Pueblo in general. I look forward to serving on this board and connecting CSU-Pueblo with the city of Pueblo.

- Parking Task Force Committee-Both the Associated Students' Government and the University Leadership Team have developed parking ad-hoc committees to look at the parking issues . The ad-hoc committee for ASG has created a resolution to address the issues with the parking permits. (See Attachment A: SR 13-02.) The suggestions that ASG are making to administration include, reducing the number of permits by combining some of the permits and also making them easier to purchase, such as online. This committee will be working to ensure that the students' voice is heard by the administration. By the end of the semester we hope to have all the major problems ironed out and a plan implemented for the coming year.
- ASG Interactive forum- In the past, ASG has had a hard time getting people to attend their open forums which provide feedback on campus-wide issues. We decided we needed to go to the students instead of waiting for them to come to us. We chose to hold an interactive forum this past semester in the Columbine Café in order to have a captive audience. This proved to be very successful and had more participation than any forum I've ever attended my three years here at CSU-Pueblo. We received a great deal of feedback on issues that we now plan to address. ASG members were engaging students and handing out comment cards and surveys. My goal for this forum was to let students see us in action and be reassured that we are working to improve campus. My other goal was to receive specific feedback from the residents about the parking complications. Both objectives were achieved. I now have my Director of PR gathering information from all constituents regarding this forum and planning an another forum this semester.
- Pepsi Grant-Communication Kiosks- We received \$5,200 to place 3 communication kiosks on campus. I've spoken with Debbie Proctor, the project planner in the physical plant, and she hopes to have them all installed before the end of the semester. I also have the PR committee finishing legislation to get rid of the flyer approval process, making it effortless for students to post information on these communication kiosks. These efforts will improve awareness and communication on campus and give students a "go to place" for information.



- OOHLALA Mobile- Is a free mobile app that has a current list of all businesses in Pueblo and surrounding areas offering student discounts. We have been working to expand our discount program and acquire new businesses every week. We currently have 23 businesses offering discounts to students. The app has other useful features that allow student organizations to post events which students can then add directly to their mobile calendars. There is also a campus map to help students navigate campus effortlessly. We are still promoting and encouraging students to download this app by handing out Oohlala business cards with candy taped to them and explaining what it has to offer. The PR committee is going to stick a business card to every student computer on campus for further awareness. Additionally, ASG has been planning another virtual treasure hunt to encourage more students to download the app. This treasure hunt will take place sometime towards the end of next month.
- Leadership Retreat- CSU-Pueblo held a leadership retreat this month in Boulder, CO. Almost all of our ASG members attended. This gave us time before school started to plan and organize the semester. We recorded three goals from each member and then set up a time to help them makes plans to accomplish their goals. The executive branch also had the opportunity to teach one of the seminars “dealing with controversy in a civil manner.” This retreat helped strengthen our relationships with one another and helped us plan the next semester. We also learned many ways to be a more successful organization from the other seminars that took place.
- Student Fee Governing Board- The Student Fee Governing Board (SFGB) is the body at Colorado State University-Pueblo responsible for recommending Permanent Student Purpose Fees, including the activities portion of the Student Affairs Fee. The SFGB also reviews requests for new, elimination of existing or changes in existing, campus-wide Permanent Student Purpose Fees. We have been meeting regularly and reviewing budget reports for last year’s fee usage in every department. The board is making sure that the students’ fees were appropriately used and recommending ways to use the money more effectively next year. We have also changed the by-laws this year allowing SFGB to take control of various student fee committees such as the student recreation fee and student athletic fee. This will help ensure that the various committees are meeting and getting student input on how their money is being spent.
- Spirit Rock- ASG has had plans to place a large rock in the heart of campus called a spirit rock. This rock will be used by anyone wanting to paint messages, inspirational quotes, advertisements for an upcoming event, or a well done to one of the sports team. For whatever reasons the project had been lost and forgotten. This semester we organized the paper work and got it approved by President Di Mare and Bruce Gifford. I recently spoke with the project manager and the rock should be coming to campus before the end of the semester.



- Marketing Task Force Committee- President Di Mare has appointed a marketing task force committee. On this committee we have representatives from every constituent group. We have been discussing everything from recruitment to retention and making plans to increase enrollment. I suggested in this committee that we send alumni of local high schools who are current Thunderwolves back to their home schools to help recruit. Everyone was in agreement so I sent a campus wide email to seek interested students. I have had a great response and many students from several different high schools want to be recruiters and help their friends become t-wolves. The list of people will be passed on to Derek Lopez.
- University Budget Board- We continue to meet weekly and have finalized a plan and rubric to determine effectiveness of each department. We are working quickly and efficiently to cut unnecessary costs and get the university back on financial track. My particular sub-committee has been working on content for the budget board website. This week we will finalize what information will be displayed and then inform everyone of the website with a mass email.
- OUC Advisory Committee- Although we are in desperate need of a student center, the OUC advisory committee works to make the current student center the best possible. This year we decided to make more student space giving the students a place to relax. In the basement of the OUC, also known as the underground, we have advised Chris Frenrich, in charge of auxiliaries, on how to make this space more useful. Chris has done a great job putting in TVs, an Xbox, pool tables, a foosball table, and ping pong table. We are picking out furniture this week and hope to have the underground up and running by next month. This will provide students a place to relax and be entertained in a social setting. Eventually we hope to have a Jamba juice machine and other concessions available.
- Pizza with the President- I have met with the President's secretary to help decide topics and dates for a monthly Pizza with the President. This will provide students with the opportunity to meet our wonderful President Di Mare and hear from an accurate source about hot topics on campus. These are important events that ASG will do its best to promote and attend.
- Dean Advisory Councils- Through the efforts of my Director of Academic Affairs every college has held at least one Dean Advisory council. The senators of the various colleges sit on the advisory councils as representatives. They represent students in each particular college and try to address student needs and concerns. This semester we hope to combine all the DACs for one group meeting to make sure the Deans and various representatives understand the purpose of the council and how to make it effective.
- 33 things to do before you graduate- Since CSU-Pueblo was founded 1933 we decided to make a 33 things to do before you graduate card. In order to determine what things should be done before graduation my Director of Student Affairs is in charge of a contest to collect ideas. An email will be sent to all alumni and current students asking for past, (possibly forgotten) traditions and current traditions. We are also asking for potential new traditions that need to be implemented. Whoever gives us the most ideas that are used on the card will win a cash prize.

## **Fort Collins - Student Representative Report**

*Colorado State University*

*Regina Martel*

*February 2013 Meeting*

### **A. ASCSU Operating Budget**

#### **a. ASCSU RECEIVES APPROXIMATELY \$2.0 MILLION ANNUALLY IN STUDENT FEES**

- i.** 2012-2013 Financial Projections:
- ii.** Student Fee Assessment –
  - 1.** Full Time – Fall/Spring – On Campus - \$35.92
  - 2.** Full Time – Fall/Spring – Off Campus - \$25.26
  - 3.** Full Time – Summer – On Campus - \$38.81
  - 4.** Full Time – Summer – Off Campus - \$22.85
  - 5.** Full Time – Summer – PVM Senior - \$23.95
- iii.** Total Student Fee Revenue Summer/ Fall: 1,799,310.96
  - 1.** Total estimated fee revenue Spring 2013: \$797,137.28
  - 2.** Total student fee revenues fall 2012: \$901,983.44
  - 3.** Total student fee revenues Summer 2012: \$100,190.24
- iv.** Other Revenue Assessed: \$101,493.63
  - 1.** Total Other Revenues - \$17,600.00
  - 2.** Total Estimated Rollover - \$83,893.63
- v.** Total Expenditures Summer/ Fall 2012 - \$871,264.45
- vi.** Reserve - \$100,000.00
- vii.** Revenue from Over enrollment: \$35,525.42

#### **b. ASCSU PREPARES SEMESTER ACCOUNTABILITY REPORT**

- i.** ASCSU has been formulating an accountability report highlighting different initiatives and costs incurred in the first semester. The Director of Finance and I are working together to compile a comprehensive list of items to be included that will ensure the most transparency of the ASCSU Student Fee. This report will be distributed to the student body in the second week of school.

### **B. ASCSU SENATE**

#### **A. RESOLUTION 4205**

- I.** Senate introduced Resolution #4205 that highlights recommendations on Fee Structure for Summer Students. Currently summer students are paying significantly more in student fees than students enrolled in the Spring and Fall. In an attempt to relieve some of the burden from students, Senate introduced this piece of legislation recommending that SFRB evaluate the summer fee structure and the fee areas that operate over the summer.



### **C. ADMINISTRATION**

#### **A. COLORADO STATE UNIVERSITY ASKED TO COMMENT ON GUN VIOLENCE**

- I.** Vice President Joe Biden called on over 400 current students who are active in their government to comment on gun violence on college campuses. ASCSU contributed to the conversation which led to the attached memo (see attachment #1: NCLC).

#### **B. ASCSU SPRING RETREAT**

- I.** The ASCSU Spring Retreat brought over 70 ASCSU members to the Denver Alumni Center to get ready for the coming semester. We had the opportunity to meet three ASCSU Alumni and hear their stories about life after college. During professionalism workshops we were also able to regroup and set goals for the Spring Retreat and meet individuals who are new to the organization.

#### **C. STUDENT EMAIL COMMUNICATIONS – SEMESTER EMAIL TO ALL STUDENTS (SEE ATTACHMENT #2)**

### **D. GOVERNMENTAL AFFAIRS**

#### **a. ASCSU TO INTRODUCE HB13-1151 LEGISLATION**

- i.** The bill being introduced by Representative Dominick Moreno and Senator John Kefalas concerns the Sales and Use Tax Holiday for Textbooks used at an institution of Higher Education. The bill creates a one day tax holiday on new and used textbooks sold at public and private universities across the state. The tax free holiday would be the last Monday of in August for the next five years. It also permits the extension of the same tax holiday to municipalities on local taxes. The motivation for the bill came from students looking for financial relief. After researching programs used in other parts of Colorado as well as other states, we found that it did benefit students and therefore we felt that this was a good first step in addressing this issue.

#### **b. ASCSU CHARGES TUITION TASK FORCE**

- i.** Each year ASCSU creates a Tuition Task Force and this year's group is assembled and has begun the review of the university budget. Additionally, this task force attended a meeting with approximately 20 students from different parts of campus to discuss the university budget and the positives and negatives of the different solutions. The task force will continue to hold meetings that are open to the public constantly seeking student feedback so that they can properly represent student opinions. The group is also looking to draft a resolution with Senate support regarding a student recommendation to the university.

#### **c. ASCSU PLANS ANNUAL ADVOCACY DAY AT THE CAPITOL**

- i.** ASCSU has started to plan the annual Advocacy Day at the Capitol. It is our hope to bring 100 students this year from different universities in an attempt to educate them on the legislative process as well as have the ability to network with legislators and communicate with decision makers about their perspective on higher education and issues around their institutions.

**E. RAMRIDE**

**a. RAMRIDE END OF SEMESTER STATISTICS**

RamRide Ridership – As of January 24, 2013					
Year	# Cars Thursdays	# Cars Fri/Sat	Avg Wait Time	Total # Rides Given	Total People Transported
2012-2013	9	19	40 mins	4,474 YTD	12,849 YTD
2011-2012	9	20	47 mins	8,843	26,140
2010-2011	6	15	95 mins	7,383	22,668

**F. COMMUNITY AFFAIRS**

**a. LATE NIGHT BUS ROUTE STATISTICS**

Route	Green & Gold					
	November 2012		November 2011		Regular % Change	Senior/Disabled% Change
	Regular	Senior/Disabled	Regular	Senior/Disabled		
Gold-1	558	1	N/A	N/A	N/A	N/A
Gold-2	358	1	N/A	N/A	N/A	N/A
Green-1	225	0	N/A	N/A	N/A	N/A
Green-2	177	0	N/A	N/A	N/A	N/A
<b>TOTAL</b>	<b>1318</b>	<b>2</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>TOTAL RIDERS</b>	1,320		N/A		N/A	N/A

**b. TRANSFORT STATISTICS**

Route	CSU FULL-TIME		
	November 2012	November 2011	% Change
1	4,540	3,099	46.5%
2	19,904	15,566	27.9%
3	28,051	19,799	41.7%
5	421	783	-46.3%
6	5,197	3,070	69.3%
7	5,306	3,724	42.5%
8	457	160	185.9%
9	123	96	27.7%
11	39,076	34,839	12.2%
14	319	297	7.5%
15	2,212	1,696	30.4%
16	753	558	35.0%
17	199	132	50.9%
18	384	136	182.5%
19	7,114	5,345	33.1%
81	191	79	142.0%
91	6	5	24.2%
92	17	1	1573.4%
FLeX	1,287	839	53.5%
<b>TOTAL</b>	<b>115,557</b>	<b>90,224</b>	<b>28.1%</b>

**G. LORY STUDENT CENTER RENOVATIONS**

**a. SENATE CHAMBERS RELOCATION: JANUARY 2013**

- i.** Renovations have started on the south side of the Lory Student Center. The biggest effect that this will have on students this semester is the access points into the student center. The Senate chambers will also undergo renovations starting January 31<sup>st</sup> however; the student center will be open during regular business hours.
- ii.** ASCSU has been invited to attend design meetings in order to ensure that this new space is reflective of what ASCSU has envisioned for the future.

Respectfully Submitted,

Regina Martel, President  
Associated Students of Colorado State University

## ATTACHMENT #1: NCLC – GUN VIOLENCE ON COLLEGE CAMPUSES



1825 K St NW  
Suite 400  
Washington, DC 20006  
[www.nationalcampusleaders.org](http://www.nationalcampusleaders.org)

### MEMORANDUM

To: The Office of the Vice President  
CC: Ronnie Cho, White House Office of Public Engagement  
From: Andy MacCracken, Executive Director  
Date: January 5, 2013  
Subject: Student perspectives on gun violence prevention

#### Background

The National Campus Leadership Council works with over 400 current and former student body presidents to leverage campus ideas to impact national opinion and policy. On January 2<sup>nd</sup>, 2013, NCLC requested comments on gun violence prevention from its network. Beyond dozens of phone conversations, sixteen campuses submitted memoranda detailing how existing policies affect their communities, student sentiment on gun control, and proposals for ensuring a safer campus climate. This memo is intended to summarize and inform you of what NCLC has learned from our student leaders.

#### Summary

The diversity of opinions and ideas expressed among the campuses was striking and speaks to the complexity the issue. America's colleges and universities are unique—beyond the vital role they play economically and socially, our campuses are dense population centers that require special consideration in policymaking. Maintaining a safe campus environment is the primary concern of student leaders when considering gun policy.

Student leaders are predominantly concerned with improving mental health resources and ensuring effective response plans are in place on their campuses. Students expressed widely disparate views on concealed carry laws, but many believe that campus administrators, in consultation with student leaders, should be able to decide what policy is most appropriate for their campus.

Universities have legally binding conduct codes that govern community behavior. Campus administrators and student leaders need discretion, within a reasonable framework, to pursue campus safety as local circumstances demand. By the same token, the federal government should play a strategic role helping universities promote and improve campuses' mental well-being and emergency preparedness.

#### PRINCIPLES FOR NEW POLICY

The principles below reflect prevalent sentiments among student leaders and should be strongly considered when crafting new measures to prevent gun violence, especially on college campuses. Policy ideas featured below are for federal consideration, based on ideas from individual student leaders in NCLC's network.

#### Invest in mental health services

Student leaders consistently urge greater investment in mental health services. Samantha Zwerling, University of Maryland-College Park, reports that "students must often wait two to three months to be seen at the Counseling Center" due to limited resources and capacity.

## ATTACHMENT #2: WELCOME EMAIL TO STUDENTS

Hello Rams –

Welcome back to another semester at CSU! I hope that everyone had a safe, relaxing and fun winter break! There are a lot of things happening around campus that we can look forward to in the coming months that make this such an exciting time to be a CSU Ram. For starters, our athletic programs have seen great success as of late and if you have the chance make sure to catch as many games as you can and really show your Ram Pride!

On campus, one of the first things you might notice is the new construction happening to the Lory Student Center. The most important item to note is that that Student Center is still open and ready to serve students. The biggest changes that will be affecting us this semester are the access points around the building, mostly on the west and south side of the Student Center. During spring break, some offices and services will begin relocating to other locations around campus with the bulk of us, including ASCSU, moving by the end of May to the MAC gym in the Rec Center. This is the beginning of a complete revitalization to the center of campus benefitting the community for the next 50 years. If you have any questions about the details of the next few months, please visit the LSC Renovation website:

<http://www.sc.colostate.edu/renovation.aspx>

The spring semester also brings the beginning of the university budget and the student fee processes. The university has started to explore different options with the budget for the coming fiscal year balancing adjustments to tuition rates, staff and faculty salaries, infrastructure of the university, classrooms etc. with state and federal financial support. The Student Fee Review Board has also started examining budgets for the next fiscal year looking critically at what student fees will be funding next year. If you would like any more information about either of these processes please let me know.

As we go into this semester please take care of yourself and your friends and take time to enjoy this great university. I am looking forward to serving you this semester and if there is anything on campus that myself or ASCSU can do to make your experience better please don't hesitate to call us, email us, or even come to the ASCSU office room 109 in the LSC.

Good luck this semester! And GO RAMS!

Regina Martel, ASCSU President

Colorado State University, '13



### Student Success and Advancement

- Over 7,000 Active Students
  - 24% Underserved Minority Population Students
  - 67% White Students
  - 9% Unknown Race Students
- Residency
  - 67% Colorado
  - 33% Out-of-State
- 10% Military
- 28% First Generation

### Academic Excellence

- CSU-Global has continued to enhance its enrollment and student advising tools and resources to increase academic excellence.
  - **Pre-Assessment:** Students interested in applying to CSU-Global take an online assessment which provides students and CSU-Global with information that on their individual factors that may help them succeed and that may present challenges in their online learning capabilities.
  - **24 Hour Unofficial Evaluation:** Prospective students are provided with an unofficial transcript evaluation so that they can know the approximate amount of transfer credits when making their school selection decision.
  - **Academic and Financial Services Advisor Position:** Student Advisor and Student Financial Service Advisors have been merged into one advising role to provide students with one point of contact for both financial and academic information needs (financial aid packaging and qualification continues to be handled by the Student Financial Services Department).
  - **Streamlined Enrollment to Advisor Rollover:** All students receive a welcome email during their first term to introduce them to their Academic and Financial Services Advisor and to share with them what to expect from their Advisor.
  - **Retention Dashboard:** Student retention and success is continuously monitored with daily, term, and trimester reports for staff review and use in student, staff, and faculty interaction.

- **Course Review:** Failure and success rates of all courses are being reviewed to determine improvements that need to be made.

### **Strengthening Stakeholder Engagement**

CSU-Global uses social media to build communities beyond the classroom. Through new technologies, the university is creating a bonded group of students involved in cooperative learning worldwide. CSU-Global strives to be a valuable resource for students who choose to engage as part of the community and further f CSU-Global outside the classroom.

- **LinkedIn:** Alumni, students, and staff of CSU-Global alike benefit from the engagement on LinkedIn. This professional networking opportunity allows alumni to participate in discussions, share opinions, and celebrate their successes after graduation. CSU-Global also uses this avenue to promote continued education/development opportunities involving volunteering and development opportunities graduates may be interested in pursuing to remain marketable years after their degree completion.
- **Facebook:** Facebook is a great way to be aware of everything CSU-Global. Students, faculty, alumni, and staff are encouraged to discuss professional development, higher education opportunities, upcoming events, recent accomplishments, and just about anything of interest to the CSU-Global community at large. CSU-Global posts information on new degree programs, student success stories, faculty biographies, important university deadlines reminders, event announcements, and news articles related to online higher education and professional development.
- **Twitter:** Twitter reinforces CSU-Global's student-centered mission by serving as an additional customer support tool for current and prospective students to get immediate answers to questions related to CSU-Global programs, policies, and procedures. CSU-Global also host open-house discussions on Twitter allowing prospective students the opportunity to speak with a CSU-Global representative in an informal, real-time conversation.
- **YouTube:** CSUGlobalTV is a convenient place on YouTube for students and fans of CSU-Global Campus to view multimedia content from the university. Videos of commencement and other CSU-Global events, information on new program and the university as a whole, and even helpful tutorials on the online environment are all available. Videos that provide support for the continued growth and development of our students and the community at large in our series called The Leadership Minute are also posted here.

Board of Governors of the  
Colorado State University System  
Feb. 8th, 2013  
Student Representative Report Item

### **Building a Stronger Future for Colorado**

- CSU-Global has graduated 1524 students to date (1032 undergraduate and 492 graduate)
- Graduation Commencement 2013
  - Over 700 graduates who eligible to walk in the June 1<sup>st</sup>, 2013 Commencement Ceremony; projected Ceremony attendance is approximately 3,000.
  - You're invited- Save the Date!
    - **Saturday, June 1<sup>st</sup>, 2013**
    - **10:30 a.m.-12 Noon**
    - **1STBANK Center, Broomfield, CO**



Section

5

Chancellor's Report



# COLORADO STATE UNIVERSITY SYSTEM

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

## COLORADO STATE UNIVERISTY SYSTEM CHANCELLOR'S REPORT

Board of Governors of the Colorado State University System  
February 8, 2013

1. CSU-System Wide:

Online taskforce. The Online Taskforce has met and Lou Swanson is serving as Chair of this effort which is charged with defining a System-wide approach to on-line program development, delivery and market differentiation. As the market becomes more crowded it seems essential that we maximize inputs and returns to our collective resources while minimizing intra-system competition.

2. CSU-Pueblo:

We have continued to support President DiMare as she develops a long term plan to create a sustainable education and financial plan for CSU-Pueblo. President DiMare has aggressively sought to build her administrative team and to establish policies and procedures aimed at recruiting and retaining students.

The overarching objective is of course to develop a sustainable financial model for CSU-P which will assure its continual journey on the road to excellence, access and service. This means both controlling costs and building revenues. Progress is being made.

3. CSU-Global Campus:

The System remains engaged in supporting President Takeda-Tinker as she and her team both expand enrollment and seek new partnerships. Global's commitment to innovative educational access and success positions it well in an ever more competitive market.

4. CSU Fort Collins:

This office has played an active role in framing and evaluating alternative approaches to funding an on-campus stadium. Likewise we have offered assistance to President Frank as he and his team advance CSU 2020.

We have, of course, completed an extension of President Frank's contract. This is a very good turn of events for CSU and higher education in Colorado.

5. Community Engagement:

With Kyle's able assistance I have continued to offer observations on higher education via local media and various community organizations. I do so not out of any sense of special insight but to stimulate discussion regarding the future of CSU and its sister institutions.

6. CSU System Government Affairs:

The legislative session commenced January 9, 2013 and we have assembled our System-wide group to monitor and respond to bills that arise. We are also proactively meeting with Legislators on an ongoing basis.

Founder's Day: we have put together a great program with US Senator Bennet, US Representative Polis and the Lt. Governor among others scheduled to speak at our *The Future is Now* Symposium which will take place at the History Colorado Center followed by activities at the Capitol where those of you able to be in attendance will be introduced on the floor of the House and Senate along with a resolution.

7. System office:

In consultation with Board leadership we are redefining and reassessing roles and responsibilities for System office personnel so as to: a) fully support the Board in its governance role(s) b) add value to efforts at each campus as they pursue their unique missions and c) represent the collective interests of the CSU campuses.

8. Complete College America:

I joined Lt. Governor Garcia as part of the Colorado delegation to the Complete College America conference in New Orleans Louisiana.

9. NCAA Scholarly Colloquium:

I also made a presentation on "big time college sports – blessings and curse" at the annual NCAA scholarly Colloquium in Grapevine Texas.

10. Explore new ways to serve:

We continue to explore new alliances which will allow CSU to better serve Colorado students including holding conversations about a CSU mini-campus in South Metro and a possible enlarged partnership between CSU-P and Pueblo Community College.

The Board of Governors of the  
Colorado State University System  
Meeting Date: February 8, 2013  
Action Item

\_\_\_\_\_  
Approved

Stretch Goal: N/A

Strategic Initiative: Access and Affordability

**MATTERS FOR ACTION:** Resolution of Support for Senate Bill 13-33 Concerning  
In-State Classification at Institutions of Higher Education  
for Students who complete High School in Colorado.

**RECOMMENDED ACTION:**

**WHEREAS**, the Board recognizes that a well educated population benefits all of our Colorado communities; and

**WHEREAS**, Colorado State University, as the Land Grant Institution for the State of Colorado has a special mission to provide an affordable college education to all eligible students throughout this state; and

**WHEREAS**, CSU-Pueblo as Colorado's designated Hispanic Serving Institution has a special mission to serve the Hispanic population of this state; and

**WHEREAS**, the Colorado legislature is considering legislation (Senate Bill 13-33) which would provide among other things in state tuition classification and thus access to a college education for qualified students who, complete high school in Colorado;

**NOW THEREFORE** be it resolved that the Board of Governors of Colorado State University System hereby endorses and supports the passage of Senate Bill 13-33.

**EXPLANATION:** Presented by Chancellor, Michael V. Martin, Presidents Dr. Tony Frank; Dr. Lesley DiMare and Michael D. Nosler, General Counsel

\_\_\_\_\_  
Approved

\_\_\_\_\_  
Denied

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Date

Support for an additional Classification of Tuition for Qualified Undocumented Students

Section

6

Presidents' Reports and  
Campus Updates

**COLORADO STATE UNIVERSITY – PUEBLO  
PRESIDENT’S REPORT**

***I. ACADEMIC EXCELLENCE***

**A. CDOT Funds Engineering Department Research**

The Colorado Department of Transportation has provided \$74,970 in funding to Engineering faculty, Dr. Ananda M. Paudel, for a two year Solar Array Highway Impact Study. The research will focus on the potential for CDOT to develop solar panel deployment along state right-of-ways.

**B. Nursing Program Continues Excellence in NCLEX Scores**

The 2012 graduates of the Nursing Department achieved a 94 percent pass rate on the National Council Licensure Examinations (NCLEX). CSU-Pueblo graduates have consistently scored over the 90th percentile over the last four years.

**C. Forensics Team Formed after Multi-Year Absence**

Daniel Iberri-Shea, lecturer in Speech, has formed a new forensics team and has already taken students to two competitive events at Cal State Long Beach in November and the University of Utah in January. Individual student competitors, as well as the Forensic Team won awards competing against such schools as UC Boulder and University of Nevada-Reno.

**D. Faculty Member Serves as David J. Weber Research Fellow**

History professor, Dr. Paul Conrad, is on leave during the 2012-2013 academic year, to serve as the David J. Weber Research fellow at the Clements Center for Southwest Studies at Southern Methodist University. He had conducted extensive research on the displaced Apache Indians in colonial North America and the Caribbean.

***II. STUDENT ACCESS AND SUPPORT***

**A. International Programs Expands its Space**

With international student enrollment increasing, the Office of International Student Services has expanded its area in the student center to include an informal meeting area for international students to spend time together in a relaxed atmosphere.

**B. Space Foundation and CSU-Pueblo Collaborate on Seminar**

A Space Exploration Seminar was held in late January at no cost to 100 students interested in exploring robotics and nanotechnology. The Space Foundation event was co-sponsored by the Office of Student Activities and the College of Education, Engineering, and Professional Studies.

**C. Students Attend Leadership Conference**

The Fourth Annual Student Leadership Experience was held in January in Boulder, with nearly 80 CSU-Pueblo students in attendance. To prepare for the conference that focused on the “Social Change Model of Leadership”, the students participated in community service projects that included correspondence to military personnel stationed overseas, working with pediatric patients at a hospital, and making bracelets for cancer survivors.

**III. DIVERSITY**

**A. Faculty Member Coordinates Diversity and Immigration Workshop**

Political Science professor, Dr. Gayle Berardi, in conjunction with the Pueblo Human Relations office, organized a day-long workshop addressing issues of diversity and immigration. She also gave the keynote address at the event.

**IV. IMAGE BUILDING**

**A. Alumni Association Hosts Successful Tailgates During Playoff Games**

Over 200 people attended each of the two playoff game tailgate parties sponsored by the Alumni Association and Friends of Football at the end of the ThunderWolves football season. Since the games started at noon, the Tailgate fun began at 10 a.m. on both game days.

**B. ThunderWolves Quarterback Named Colorado Athlete of the Year**

Ross Dausin, quarterback for the ThunderWolves football team, was named College Athlete of the Year by Mile High Sports Magazine. Dausin was cited for leading the team to a 32-3 record during his CSU-Pueblo career. The January 2013 issue also featured Peyton Manning as Pro Athlete of the Year, CU’s Tad Boyle, Coach of the Year, and Missy Franklin, Sportsperson of the Year.

- C. ThunderWolves Finish Season Ranked Sixth in Poll**  
CSU-Pueblo finished the 2012 football season ranked sixth in the country, according to the final American Football Coaches Association Division II Poll. The ranking of sixth place is the highest Division II final ranking in program history, beating the rank of ninth set last season.

**V. COMMUNITY ENGAGEMENT**

- A. President's Gala Set for Friday, May 17, 2013**  
The 2013 President's Gala hosted by the CSU-Pueblo Foundation will celebrate the 80<sup>th</sup> anniversary of the founding of CSU-Pueblo. Plans are currently underway for the prestigious event which raises funds for student scholarships.
- B. Teacher Education Book Drive Nets 4000 Books**  
The Teacher Education Program's "Bring a Kid a Book" drive collected 4000 books for distribution to Pueblo school children before the holiday break. Select schools participated in which each student could choose a favorite book. Any books not selected were donated to the Library and other non-profit organizations.
- C. Statewide Planning of Ludlow Massacre Includes CSU-Pueblo Faculty**  
Drs. Fawn Amber Montoya and Jonathan Rees are members of the statewide planning committee for the 100<sup>th</sup> anniversary of the Great Coalfield War and the Ludlow Massacre, which occurred south of Pueblo.
- D. Google Director of Engineering Presents at CSU-Pueblo**  
Ray Kurzweil, author, inventor, futurist, and newly appointed director of engineering at Google, spoke in January for the Distinguished Speaker Series.

Described as a "restless genius" by the *Wall Street Journal*, Kurzweil spoke on "How Technology Will Transform Us" at the community event hosted by the university.

Kurzweil is the inventor of the first flatbed scanner, the first commercially marketed large-vocabulary speech recognition system and the first music synthesizer capable of simulating the grand piano and other orchestral instruments. The evening included an invitation-only dinner hosted by the university prior to his appearance.



**VI. RESOURCE MANAGEMENT**

**A. Provost Search Process Underway**

The provost search committee reconvened in January with continuing plans to have a new CSU-Pueblo provost in place after spring semester.

**B. National Endowment for the Humanities Grant awarded to Library**

The library was the recipient of an NEA grant that will provide films and books on the Muslim culture, as part of the “Muslim Journeys Bookshelf”, a project for the NEA’s Humanities Bridging Cultures initiative.

**VII. SHARED GOVERNANCE**

**A. University Budget Board (UBB) Implementing Campus-Wide Program Assessment**

The UBB has finalized assessment templates for each cost center on campus and will be distributing those to unit leaders in February. The UBB is expected to review the data during February and March, and provide recommendations for possible budget reductions or reallocations to the president for future consideration.

**B. Three Task Forces Planning New Initiatives**

University students, faculty and staff are working diligently on several university initiatives at the request of President Di Mare. Those include the Retention Task Force, Marketing Task Force, and Enrollment Management Task Force.

**C. Online Teaching Task Force Created**

Four faculty and staff selected by President Di Mare are serving on the Online Teaching Task Force recently established by the Chancellor to examine new initiatives and relationships with the goal of expanding online learning possibilities.

Board of Governors of the  
Colorado State University System  
Meeting Date: Feb. 8, 2013  
Report Item

**OFFICE OF RESEARCH & SPONSORED PROGRAMS**  
Funded Grants (as of 01/10/2013)

**GRANTS and CONTRACTS - RECEIVED ONLY:**

**College of Science and Mathematics**

Biology

Sponsor: Colorado Campus Compact  
2012-13 Scholarship of Engagement Faculty  
Grant  
Principal Investigator: Dr. Moussa Diawara  
Project Title: Exposure to Heavy Metals and Child Health  
Risks in Pueblo  
Award Dates: 01/01/13 – 12/31/13  
Amount: \$ 1,500

Library

Sponsor: National Endowment for the Humanities  
American Library Association  
Principal Investigator: Ms. Beverly Allen  
Project Title: Bridging Cultures Bookshelf: Muslin  
Journeys  
Award Dates: 01/01/13 – 12/31/13  
Amount: \$ 1,000

**Student Support Services**

Sponsor: Daniel's Fund  
Principal Investigator: Mr. Gene Lucero  
Project Title: Scholar Success Program  
Award Dates: 10/01/12 – 06/30/13  
Amount: \$ 612

In addition, payment of \$750 was received for participation in data submissions for the system-wide Access to Success initiative for activity conducted in June and July 2012.

University Total Received **\$ 3,862**

## **COLORADO STATE UNIVERSITY PRESIDENT'S REPORT**

Board of Governors of the Colorado State University System  
February 8, 2013

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

#### **A. Colorado State University Confers 1,876 Degrees at Fall Commencement**

Colorado State University conferred degrees on fall 2012 graduates at commencement ceremonies December 14 and 15. College ceremonies and ROTC commissionings recognized 1,437 undergraduate and 439 graduate students, including 80 doctoral students. Fifteen students were candidates for distinction as summa cum laude, 35 as magna cum laude, and 73 as cum laude. Commencement ceremonies were webcast live.

#### **B. American Association for the Advancement of Science Honors Five CSU Faculty**

Five Colorado State University professors in the College of Natural Sciences have been awarded the American Association for the Advancement of Science distinction of Fellow, CSU announced Dec. 3. The title of AAAS Fellow, one of the most prestigious honors in science, requires nomination by scientific peers. The AAAS awarded the distinction of fellow to 702 of its members this year, recognizing their efforts toward advancing science applications that are scientifically or socially distinguished. This year's class from CSU includes three from the Department of Chemistry and two from the Department of Biology. Fellows will be recognized at the AAAS annual meeting in Boston in February. Named Fellows in Chemistry were CSU Professors Eugene Chen; C. Michael Elliot; and Tomislav Rovis. Named Fellows in Biology were Professors Donald Mykles and N. LeRoy Poff.

#### **C. Best Colleges Online: Colorado State One of Top 15 Fighting World Hunger**

Colorado State University's School of Global Environmental Sustainability was recognized in December by Best Colleges Online as being among the 15 top universities in the nation fighting world hunger. The School of Global Environmental Sustainability, known as SoGES, serves CSU by connecting campus expertise for research in "soil sustainability, disease-resistant crops, energy, waste, livestock and more meant to keep regions best supplied with necessary nutrition without violating human rights or environmental well-being," the Best Colleges listing said. The listing recognizes SoGES as a leader in food security research and its eco-friendly approach to worldwide hunger. Other universities mentioned include Harvard University, Auburn University, Kansas State University and Washington State University.

**D. CSU Receives Grant to Help First-Generation, Low-Income and Disabled Students**

Colorado State announced Jan. 9 that it received a \$377,282 grant to help potentially at-risk students succeed academically at the University. The grant to CSU's Academic Advancement Center marks 34 years of continuous competitive funding from the U.S. Department of Education. The center helps students who are low-income, first-generation, or disabled transition into academic life and succeed at the University. The Academic Advancement Center promotes student retention and graduation rates through tutoring, advising, and connecting students to resources including financial aid and Pell Grants, financial counseling and economic literacy, and peer mentoring, as well as major and career counseling.

**E. CSU's Karolin Luger Selected as Biophysical Society National Lecturer**

Karolin Luger, University Distinguished Professor and Investigator for the Howard Hughes Medical Institute at Colorado State University, was named National Lecturer for the Biophysical Society, which is one of its most prestigious honors. The honor of National Lecturer is given to an outstanding biophysicist selected by the society president. The recipient presents the National Lecture during the Biophysical Society's 57th annual meeting in February, which draws more than 6,000 scientists from around the world. Luger joined Colorado State in 1999 and is one of the world's foremost authorities in nucleosome structure, which is the basic unit for compacting the human genome.

**F. American College of Veterinary Surgeons Honors Withrow with Career Award**

Colorado State's Dr. Stephen J. Withrow, one of the world's leading veterinary surgical oncologists, has been honored by the American College of Veterinary Surgeons with the Founders' Award for Career Achievement. The Founders' Award for Career Achievement recognizes the service of ACVS Diplomates who have made "significant contributions to the development of surgical techniques and methodology, and dissemination of knowledge to colleagues, residents and students." As an internationally renowned expert in cancer research and treatment, Withrow, a CSU University Distinguished Professor, is credited with changing the way veterinarians treat cancer. In May, he retired from 28 years as founder and director of CSU's Animal Cancer Center, the largest companion animal cancer research center in the world.

**G. CSU Researcher Tapped for National Policy Board to Help Prevent Bioterrorism**

CSU Professor and rice researcher Jan Leach's insights into *Xanthomonas oryzae pv. oryzae* – bacteria she has studied for three decades – recently led to her appointment as a new member of the high-profile National Science Advisory Board for Biosecurity. Dr. Francis Collins, director of the National Institutes of Health, invited Leach to join the board; her two-year term began in August. Leach is a Colorado State University Distinguished Professor of plant pathology. *Xanthomonas oryzae pv. oryzae* causes bacterial blight disease and has led to devastating crop losses across Asia. The 25-member federal advisory board advises federal agencies about the complexities of dual-use research and suggests guidelines to protect public health and national security without hindering scientific progress.

#### **H. Warner College Launches New Ecosystem Science and Sustainability Degree**

The Department of Ecosystem Science and Sustainability in Colorado State University's Warner College of Natural Resources announced on Nov. 14 the launch of a new Bachelor of Science degree in Ecosystem Science. Classes started in spring 2013. The new degree is designed to meet the growing demand for well-qualified scientists, researchers, and professionals who can help create integrative solutions for sustainability and promote environmentally sound decision making.

#### **I. Working with MIT, CSU Launches New Entrepreneurship Program in Africa**

Colorado State's College of Business will begin educating entrepreneurs to develop market-based solutions for billions of people across the globe who lack access to affordable products to improve their health, incomes, and standard of living. CSU's Sustainable Enterprise MBAs for Africa (SEMBAA) program in Nairobi, Kenya, is the first of its kind to offer this type of hybrid-distance delivery and highly applied social entrepreneurship education. In November, the United States Agency for International Development announced a five-year, \$25 million grant to the newly formed International Development Innovation Network, a consortium of schools led by MIT. Students and faculty in CSU's sustainable enterprise programs in Fort Collins and Nairobi will bring their business expertise to the project, building ventures designed to bring other project partners' technology solutions to consumers in developing countries.

#### **J. Colorado State Animal Scientist John Matsushima Named 2013 Citizen of the West**

CSU Professor Emeritus John Matsushima was honored January 14 as the 2013 Citizen of the West by the National Western Stock Show. Matsushima's work in beef-cattle nutrition, beginning in the 1960s and spanning some four decades, has been unique in its emphasis on improved efficiency for cattle feeders and meat quality to fulfill consumer demands. He pioneered the use of steam to transform corn kernels and other feed grains into flakes, increasing digestibility and boosting feed efficiency in cattle by 10 percent or more in some cases. During his career, he taught an estimated 10,000 undergraduate students and served as major advisor to 53 graduate students. He worked as a partner with Colorado cattle feeders to put his discoveries into action, helping propel beef to its status as a \$3 billion agricultural sector in Colorado.

#### **K. Dick Monfort Named 2012 Colorado State University Livestock Leader**

Dick Monfort was honored by Colorado State University's Department of Animal Sciences as 2012 Livestock Leader for his role as a champion of the nationwide beef industry and for high-impact philanthropy that benefits agriculture. The Livestock Leader Award was presented during a reception January 19 at the National Western Stock Show in Denver. For 26 years, the Department of Animal Sciences has recognized a Colorado leader of the livestock industry for contributions that have advanced state agriculture, its business practices, knowledge, and reputation. Warren Monfort, Dick Monfort's grandfather and founder of Monfort, Inc., was honored with the award in 1968; Ken Monfort, Dick Monfort's father, whose work expanded the family's feeding and packing company into an empire, was honored in 1987.

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

### **A. Colorado State University Students Design Recycled Fashion Show**

Post-It Notes, pop cans, newspapers, and CDs were part of high fashion December 1 when student members of Fashion Group International of Denver and Colorado State University's Department of Design and Merchandising presented "The Last Runway," a student fashion show including recycled and non-recycled garments. "The Last Runway: What Will You Wear If There Is Nothing Left?" was a post-apocalyptic themed runway show featuring student designs, modeled by CSU students. The top 23 recycled designs from the show were selected for inclusion in a special exhibit at Colorado State University's Gustafson Gallery.

### **B. Warner College Graduate Students Win National Barrett Foundation Prize**

The National Forest Foundation in November awarded a team of five Colorado State University graduate students from the Warner College of Natural Resources with second place in the Barrett Foundation Prize for their project, "Watershed Services - An Innovative, All Lands Approach to Watershed Stewardship." The inaugural national competition challenged teams from around the nation to develop new and innovative ideas regarding land stewardship and cultivate them into business plans addressing market-based incentives for forest stewardship on National Forest System lands. CSU winning team members include: Shayna Brause, Department of Human Dimensions of Natural Resources; Esther Duke, Department of Human Dimensions of Natural Resources; Patrick Flynn, Center for Collaborative Conservation and Department of Agricultural & Resource Economics; Heidi Huber-Stearns, Department of Forest & Rangeland Stewardship; and Ted Toombs, Department of Human Dimensions of Natural Resources.

### **C. Colorado State University Hosts Display of AIDS Memorial Quilt**

A 20-panel section of the NAMES Project AIDS Memorial Quilt— the largest community art project in the world – was on display at Colorado State University's Lory Student Center from Nov. 27-30. The display coincided with the observation of World AIDS Day on Dec. 1. The quilt, which last was displayed in its entirety in 1996 on the National Mall in Washington D.C., includes 94,000 names and measures 1.3 million square feet. The CSU display was free and open to the public.

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

### **A. New Breakthrough Tuberculosis Drug Tested at Colorado State University**

Scientists at Colorado State University, one of the world's top tuberculosis research laboratories, helped test the first new tuberculosis drug approved by the Federal Drug Administration in 40 years, CSU announced Jan. 3. Johnson & Johnson recently announced that the drug bedaquiline

had obtained initial approval for the treatment of multi-drug resistant tuberculosis – a rapidly growing and dangerous strain of tuberculosis that now afflicts more than 650,000 people around the world. Bedaquiline was discovered by the Johnson and Johnson Company in Belgium in 2005. In 2007, a research team led by Anne Lenaerts and Ian Orme at CSU published a paper with collaborators at J&J revealing that the drug showed fast-acting, highly effective treatment of tuberculosis. Lenaerts and Orme are members of the university’s Mycobacteria Research Laboratories, which includes the Rocky Mountain Regional Biocontainment Laboratory – one of the most secure laboratories of its kind in the world where researchers can work with drug-resistant tuberculosis and other infectious diseases. Orme co-founded the Mycobacteria Research Laboratories, which now includes a research team of more than 100 research personnel, including 19 faculty members. Orme is a University Distinguished Professor in the Department of Microbiology, Immunology and Pathology at CSU. Colorado State is known internationally for its tuberculosis research programs, which includes work on developing and testing drugs and vaccines against the disease. The university’s tuberculosis researchers – the largest group in the nation – have attracted more than \$93 million in funding since 1981.

**B. Colorado State University, NOAA Help Scientists See Earth at Night for First Time with Satellite**

Researchers at the NOAA Cooperative Institute for Research in the Atmosphere at Colorado State University (CIRA) have advanced scientists’ ability to see nighttime satellite images of Earth to a level of detail never before possible. For the first time, NASA, NOAA and CIRA scientists unveiled the new capability at the American Geophysical Union annual meeting in December. Steve Miller, research scientist and deputy director at CIRA, and his research team captured the data from a new advanced weather-and-climate monitoring satellite. The satellite, a joint venture between NASA and NOAA, is called the Suomi National Polar-orbiting Partnership, or Suomi NPP, and carries five advanced instruments at an orbit about 512 miles above the earth. This new ability to see clouds at night could have significant implications for weather and climate observations for forecasters and research scientists alike.

**C. CSU, Poudre Fire Authority Partner to Improve Firefighter Suits, Reduce Injuries**

Juyeon Park, assistant professor in the Department of Design and Merchandising at Colorado State University, is partnering with Poudre Fire Authority to study ways to make current fire suits less restrictive. She hopes to develop a suit that improves movement and also passes standard requirements for firefighter turnout gear set by National Fire Protection Association. This study is conducted as part of a five-year multi-state research project supported by the U.S. Department of Agriculture.

**IV. RESEARCH AND DISCOVERY: IMPROVE DISCOVERY CAPABILITIES**

**A. Biology Professor Awarded \$2 Million Grant to Re-engineer Plants for Biofuels**

A Colorado State University team has received a \$2 million grant from the U.S. Department of Energy to produce a biological control system for bioenergy crops, CSU announced Nov. 29. June Medford and Mauricio Antunes, both professors in Biology, and Ashok Prasad, a professor

in Chemical and Biological Engineering, received the grant from Advanced Research Projects Agency-Energy, known as ARPA-E, which is the DOE's advanced research division. The rising cost of petroleum, combined with its projected shortage in the next few decades, has generated an increasing demand for production of fuels from biological sources, or biofuels. By 2020, it is estimated that the global market for biofuels trade could reach \$520 billion. The CSU team members are experts in synthetic biology, particularly that of plants. Their work was chosen from more than 4,000 submissions and is viewed as transformational to the field of bioenergy.

#### **B. Rice Bran Researcher Receives \$1 Million Grand Challenges Explorations Funding**

Colorado State University announced Dec. 4 that it will receive Phase II funding through Grand Challenges Explorations, an initiative created by the Bill & Melinda Gates Foundation that enables people worldwide to test bold ideas to address persistent health and development challenges. Elizabeth Ryan, an assistant professor in the College of Veterinary Medicine and Biomedical Sciences, will use the \$1 million grant to study rice bran's ability to fight off multiple gut pathogens such as Salmonella and Rotavirus that contribute to significant morbidity and mortality of many children around the world. In 2010, Ryan was awarded a Phase I grant for her program. Grand Challenges Explorations invests in the early stages of bold ideas that have real potential to solve the problems people in the developing world face every day. Phase II recognizes those ideas that have made significant progress toward implementation.

#### **C. CSU Receives Laser System from Boeing Directed Energy Systems**

The Directed Energy Systems unit of Boeing Strategic Missile and Defense Systems has donated a short-pulse, high-peak power laser system – and peripheral materials – to Colorado State University as part of Boeing's collaboration with faculty members in the University's Electrical and Computer Engineering department. Sandra Biedron, associate professor at CSU, with Professor Stephen Milton and others in the department, will use the equipment for research and teaching. Biedron and Milton are among 15 scientists and engineers handpicked to collect facts for a U.S. Department of Energy report to Congress about the future of accelerator science and technology. They are charged with talking to other scientists in their fields, the users of particle accelerators, program managers in other services and federal agencies, and industry about accelerator technology and advancements that could be made in the next 10 years.

#### **D. Professor to Lead International Collaboration Looking at Big Bang, Black Holes**

Professor Robert J. Wilson has been selected to help lead the Long-Baseline Neutrino Experiment – an international science collaboration - for the next two years, CSU announced Dec. 14. Wilson and Milind Diwan of Brookhaven National Laboratory will act as spokesmen and representatives of the international collaboration of 340 scientists and engineers from 62 institutions (including five U.S. national laboratories) in five countries. In December, the U.S. Department of Energy Office of Science approved moving the first phase of a new facility for the collaboration into final design. The proposed facility would consist of a powerful neutrino beam originating at the Fermi National Accelerator Laboratory ("Fermilab") near Chicago along with the world's largest cryogenic neutrino detector located more than 800 miles away at the Homestake Mine in Lead, S.D. Colorado State University has the largest university group in the



Long-Baseline Neutrino Experiment collaboration. Ten faculty, research scientists, technical staff and students from the Department of Physics High Energy Physics and Particle Astrophysics Program - designated a university Program of Research and Scholarly Excellence - are involved in developing the science goals for the experiment and the design of the neutrino detectors. Members of the group, led by Assistant Professor Norman Buchanan, are developing a cryogenic detector development facility at CSU that will enable scientists to test small-scale prototypes of immense detectors that will be needed for the full experiment.

**E. CSU Scientists Studying Climate Change Impact on Front Range Drinking Water**

Through a \$125,000 USDA grant, postdoctoral researcher Gina McKee and associate professor Thomas Borch from CSU's Department of Soil and Crop Sciences, along with Chuck Rhoades from the U.S. Forest Service, will study the potential impact of climate change on water quality affecting more than 25 million people along the Front Range who rely on national forests' headwaters as their drinking water source. Using ultrahigh resolution mass spectrometry, researchers will investigate the impact vegetation change has had on the recovering subalpine forests, using a list of biological markers from the major vegetation types for comparison.

**F. Colorado State University's Institute for Built Environment received \$50,000 grant**

The General Services Administration has selected Colorado State University's Institute for the Built Environment as a partner in a collaborative research effort to further develop its Knowledge Network. Through the \$50,000 grant, IBE will identify and summarize published, peer-reviewed, field-tested original research related to high performance building technologies and practices for operations, building, energy and asset management in the federal government and private sectors. The General Services Administration's hopes the project will provide education and increase adoption of proven high performance green building technologies and strategies and best practices. Professor Brian Dunbar is executive director of the IBE.

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

**A. Little Shop of Physics Teams Up with Oglala Lakota College at Pine Ridge**

A group of Colorado State University students spent part of their fall break in November on an educational outreach tour showing children on South Dakota's Pine Ridge Reservation how science can be fun. Students from Colorado State's Native American Cultural Center joined student volunteers from the Little Shop of Physics to travel to schools on the reservation. The Little Shop of Physics program engages young students with experiments that use everyday objects to demonstrate scientific principles. The Little Shop of Physics partnered up with the Math and Science Department at Oglala Lakota College to present school programs and teacher workshops based on research from CSU's Center for Multiscale Modeling of Atmospheric Processes.

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

### **A. CSU Agricultural Economists Surveying Farmers and Ranchers on Drought Impact**

Agricultural economists at Colorado State University are surveying farmers and ranchers to better understand the impact of the 2012 drought on Colorado agriculture – and to design effective management tools for dry times ahead. Economists are particularly interested in responses from an estimated 6,000 Colorado farms and ranches with annual income surpassing \$100,000. These producers are at the core of the state’s agricultural industry – a leading industry that contributes some \$40 billion each year to the Colorado economy, according to the Colorado Department of Agriculture. The question researchers ultimately want to address is how to improve the resiliency of agriculture and rural communities in Colorado because of predictions for more drought, said James Pritchett, associate professor in the Department of Agricultural and Resource Economics, who is leading the survey project. Colorado producers may complete the questionnaire online. The CSU survey project, called “Telling the Story – Drought in Colorado,” is funded with \$35,000 from the Colorado Water Conservation Board and the Colorado Department of Agriculture.

### **B. Colorado Water Institute Hosts Community Meeting on South Platte Wells**

Conflict between groundwater and surface water users on the South Platte River has been a concern in Colorado. At issue currently is whether the strict augmentation of water supplies now required of those who use wells is actually over-augmenting the alluvial aquifer, causing damage from high water tables. The Colorado Water Institute at Colorado State University is studying the issue under the direction of the state Legislature. Members of the CWI study team met with stakeholders and the public in Sterling January 14 to inform people about the study and to facilitate dialogue about the issues. Colorado House Bill 12-1278 was passed in 2012, authorizing the first comprehensive study since 1968. CSU’s work collecting and analyzing available data is intended to bring objectivity to this polarizing issue. Results are due to the state legislature in December 2013. Reagan Waskom, CWI director and head of the study, said that his study team hopes to raise the level of conversation from contentious debate to respectful dialogue—an important role of a land-grant university.

### **C. CSU, Fort Collins Communities Celebrate the Faces of Freedom on MLK Day**

The Colorado State University and Fort Collins communities celebrated Martin Luther King Jr. Day with several events January 21. This year’s theme was “Faces of Freedom: Past, Present, Future.” The celebration kicked off with the traditional community march from Old Town Square to the Lory Student Center on CSU’s campus. President Tony Frank joined Fort Collins Mayor Karen Weitkunat speaking at the beginning of the march, which drew thousands of campus and community participants.

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

**A. College of Veterinary Medicine and Biomedical Sciences Honors Philanthropists**

Philanthropists Sophie Craighead and Nan Stuart received Honorary Degrees from Colorado State University’s College of Veterinary Medicine and Biomedical Sciences at December commencement ceremonies. The Stuart family is the largest supporter of the Animal Cancer Center, including establishing the first Presidential Chair in oncology and supporting the development of surgical teaching models for veterinary students. Stuart received the honor five years to the day after her father, the late Hadley Stuart, received an Honorary Degree from CSU. Craighead’s support of the Animal Cancer Center helped establish the Stephen J. Withrow Presidential Chair in Oncology and the first Cancer Biology Ph.D. program at the University. Her dedication to cancer research only intensified when she was diagnosed with leukemia, and she heard the news that her own bone marrow transplant was developed and perfected treating dogs with cancer.

**B. Report on Private Support**

	December 2012		FY13 (July - December)		FY12 (July - December)	
	Amount	Count	Amount	Count	Amount	Count
<b>Contributions</b>	\$9,314,524	6,661	\$36,350,861	19,881	\$73,553,965	19,239
<b>Irrevocable Planned Gifts</b>	\$4,257	1	\$4,257	1	\$325,000	2
<b>Revocable Gifts and Conditional Pledges</b>	\$1,844,756	1	\$9,367,883	28	\$5,106,870	16
<b>Payments to Commitments Prior to Period</b>	(\$3,456,904)	848	(\$4,849,945)	800	(\$6,385,403)	908
<b>Total Philanthropic Support</b>	\$7,706,632	5,878	\$40,873,056	19,264	\$72,600,432	18,499
<b>Private Research</b>	\$582,189	4	\$14,332,431	86	\$7,871,850	79
<b>Net Private Support</b>	\$8,288,821	5,882	\$55,205,487	19,334	\$80,472,282	18,566

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

**Mr. Gary B. Halley**

\$2,547,652 designated as \$1,844,755 revocable commitment and \$702,897 gift to support the *Gary B. Halley Quasi Endowment*, College of Business.

**Deborah J. Shields, Ph.D. and Mr. Christian J. Jensen**

\$2,000,000 revocable commitment to support the *Morgan Library*.

**Mr. Dennis A. Repp**

\$1,250,000 pledge to support *Repp Distinguished Veterans*, College of Applied Human Sciences.

**Mr. Daniel J. Mueller and Mrs. Deanna G. Mueller**

\$750,000 revocable commitment to support the *Animal Cancer Center*, College of Veterinary Medicine and Biomedical Sciences.

**Mr. Chester C. Smith and Mrs. Marjorie J. Smith**

\$400,000 revocable commitment designated as \$100,000 to support the *Chester Smith Engineering Scholarship*, \$200,000 to support the *COE Dean's Innovation Fund*, College of Engineering, and \$100,000 to support the *Chester "Chet" Smith Memorial Golf Scholarship*, Department of Athletics.

**Carl & Caroline Swanson Foundation Inc (on behalf of Mr. Frederick S. Bucholz and Mrs. Lori S. Bucholz)**

\$315,000 gift designated as \$200,000 to support *Equine Outreach and Industry Relations* and \$115,000 to support *Equine Teaching Enhancement*, College of Agricultural Sciences.

**Mrs. Billie Jo Crouse and Mr. H. Dean Crouse**

\$200,000 revocable commitment to support the *Billie and Dean Crouse Acacia Scholarship*, Department of Student Affairs.

**Marshall Frasier Family Trust**

\$200,000 gift to support the *Animal Sciences Building Renovation*, College of Agricultural Sciences.

**Ms. Donna K. Hafner**

\$200,000 revocable commitment to support the *Veterinary Teaching Hospital*, College of Veterinary Medicine and Biomedical Sciences.

**Montera Endowed Scholarship Fund**

\$112,500 pledge to support the *Monfort Chair Project*, College of Agricultural Sciences.

**Mr. Joseph H. Hughes and Mrs. Gloria H. Hughes**

\$112,000 revocable commitment to support the *Warner College of Natural Resources*.

**American International Group, Inc.**

\$100,000 gift to support the *Atmospheric Science Hurricane Research Program*, College of Engineering.

**Aristocrat Angus Ranch (on behalf of Mr. Ben R. Houston)**

\$100,000 pledge to support the *Animal Sciences Building Renovation*, College of Agricultural Sciences.

**Mrs. Leslie A. Buttorff**

\$100,000 gift to support the *Leslie Cavarra Buttorff Scholarship in Statistics*, College of Natural Sciences.

**Encana Oil & Gas Inc.**

\$100,000 gift to support the *Energy Innovation Center in the Powerhouse Energy Institute*, College of Engineering.

**GE Johnson Construction Co., Inc.**

\$100,000 pledge designated as \$60,000 to support *Road to Excellence Faculty and Staff Development*, and \$40,000 to support *Construction Management*, College of Applied Human Sciences.

**Ms. Patricia Ann McKlem**

\$100,000 pledge to support the *Medical Nutrition Therapy Laboratory*, College of Applied Human Sciences.

**Mortenson Construction**

\$100,000 pledge to support *Construction Management*, College of Applied Human Sciences.

**VIII. RESOURCES AND SUPPORT: NURTURING HUMAN CAPITAL**

**A. Colorado State University Dining Services Welcomes New Senior Executive Chef**

Colorado State University Residential Dining Services welcomed Peter Testory as the new senior executive chef. Testory joins the CSU team from the University of Illinois where he worked in several different positions including chef, unit manager, and co-manager of the CBORD menu management system. At CSU, Testory will be directly responsible for developing new menus and managing food production for the six dining centers and two express locations on campus. One of his goals while at CSU is to increase the local procurement percentage while remaining fiscally responsible.

**IX. RESOURCES AND SUPPORT: GUARANTEE FINANCIAL STABILITY**

**A. Increase in International Enrollment at Colorado State University Fueled By Influx of Chinese Students**

Colorado State University has leveraged its partnerships with several universities in China and an agreement with INTO University Partnerships to significantly increase the number of international students on campus for the 2012-13 academic year. International student enrollment at CSU has increased from 1,040 in 2010 to 1,226 this semester. Chinese undergraduate student enrollment has increased from 59 to 190 during that same time frame. The increase in Chinese students follows a trend that saw a 5 percent increase of international students nationwide for 2011-12. During that same time frame, Chinese enrollment at U.S. universities increased by 23 percent. International students comprise 4 percent of CSU's student body. The figures were released Nov. 15 by the Institute of International Education in its latest "Open Doors" report. In addition to the boost in Chinese students at American universities, the report revealed that, for the first time in 11 years, there are more international students in undergraduate programs than in graduate programs.

**X. RESOURCES AND SUPPORT: INCREASING AWARENESS**

**A. Alumni and Friends Celebrate CSU Day at the National Western Stock Show**

CSU Day at the National Western Stock Show January 19 was filled with the rodeo, giveaways, and plenty of green and gold. President Tony Frank and members of the CSU Board of Governors attended the event, along with Cam the Ram. Colorado State University has a long and storied connection to the National Western Stock Show, one of Denver's and the Rocky Mountain West's most anticipated annual traditions, and the NWSS supports scholarships for CSU students in agriculture.

**B. Colorado 4-H Foundation Hosts Interactive Cowboy Ethics Booth at National Western Stock Show**

The Colorado 4-H Foundation invited the public to learn about Cowboy Ethics, or The Code of the West, and participate in some fun activities at this year's National Western Stock Show. The foundation hosted an interactive booth in the educational section of the trade show on the third floor of the Hall of Education showcasing the 10 principles of Cowboy Ethics and how those principles are being implemented in 4-H. The intent of spreading the "code" to community members was to inspire productive and better citizens through character building. The Colorado 4-H Foundation received a grant from the Daniels Fund to implement Cowboy Ethics through 4-H youth-development programming.



### **Student Success and Advancement**

- CSU-Global has graduated 1524 students to-date (1032 earning Bachelor's degrees and 492 earning Master's degrees).
- During the January to September 2012 period, 73% of students who encountered Satisfactory Academic Progress Warning or Probation status were successfully moved back into Good Standing
- 70% of CSU-Global student population was consistently re-enrolled during the Spring 2012 and Fall 2012 semesters. CSU-Global's new trimester model which provides students with increased flexibility, with three terms in each semester to choose from for their course schedules, is believed to be a factor in the increase in re-enrollment.
- The Career Center has launched an online workshop series that provides live presentation sessions on success in today's job market. Sessions are provided live with taped video for future viewing and reference, and include Developing Your Personal Brand, Demonstrating Your Value, and Learning the Secrets of the Corporate Recruiter.

### **Academic Excellence**

- CSU-Global has launched its new undergraduate specializations: Operations Management, & Supervision, Project Management, Data Management & Analysis, and Healthcare Informatics. It has also launched its new graduate specializations that include: Accounting, Educational Technology & Instructional Design, Contemporary Practices in K-12 Online Learning, and Project Management. Each specialization has course work framed for completion of industry-based certifications intended to enhance student workplace success.
- As of January 2013, CSU-Global has provided a Dual Enrollment Option (Bachelor's to Master's Early Advancement Program) for highly qualified students who have proven their ability to achieve academic success in select Bachelor degree programs to be admitted early into select Master degree programs: B.S. in Healthcare Administration and Management into the Master of Health-care Administration and Management program; and B.S. in Business Management program into the M.S. in Management program.

Board of Governors of the  
Colorado State University System  
February 8, 2013  
Report Item

### **Expand Statewide Presence**

- CSU-Global has admitted over 900 new students for its January and February terms.

### **Opportunities for Building a Stronger Future for Colorado**

- CSU-Global has officially launched its new areas of Organizational Training and Outsourcing; and its Re-engagement Program. The additional areas are intended to widen its scope of service offerings to businesses and other education organizations as it seeks to create new opportunities in today's competitive economy.



# Section

6

## Committee Reports

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# Section 8

## Consent Agenda

A. Colorado State University System

- Minutes of the December 6, 2012 Evaluation Committee Meeting
- Minutes of the December 6, 2012 Academic and Student Affairs Committee Meeting
- Minutes of the December 6, 2012 Audit and Finance Committee Meeting
- Minutes of the December 6, 2012 Real Estate/Facilities Committee Meeting
- Minutes of the December 7, 2012 Board of Governors Meeting

B. CSU-Fort Collins

- Nondelegable Personnel Actions
- 2012-13 Academic Faculty and Administrative Professional Manual Revisions: University Code, Section C.2.3.1.b – College of Applied Human Sciences

C. CSU-Global

- Approval of Degree Candidates – Winter C Term

**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 31<sup>st</sup> 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 35<sup>th</sup> 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 150<sup>th</sup> 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.

Board of Governors of the  
Colorado State University System  
Meeting Date: February 8, 2013  
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 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 8, 2013  
Consent Item

	NAME	DEPARTMENT	FROM	TO	TYPE	LEAVE TYPE
1	Bontadelli, Johnna	Hartshorn Health Svc	12/19/12	12/31/12	12/Reg	LWOP/Departmental
2	Denef, Karolien	NREL	9/10/2012	9/24/2012	12/Spec	LWOP/FMLA
3	Elwyn, Laurie L	Hartshorn Health Svc	11/26/2012	11/27/2012	12/Reg	LWOP/Personal
4	Elwyn, Laurie L	Hartshorn Health Svc	12/11/2012	12/13/2012	12/Reg	LWOP/Personal
5	Flanigan, Kelly	IDRC	11/15/2012	11/18/2012	12/Reg	LWOP/FMLA
6	Flanigan, Kelly	IDRC	12/13/2012	12/31/2012	12/Reg	LWOP/FMLA
7	Fluharty, Troy	BFS	12/1/2012	12/2/2012	12/Reg	LWOP/Spec
8	Fortson, Leigh S	CSU Extension	10/5/2012	1/1/2013	12/Reg	LWOP/FMLA
9	Foster, Chad A	MIP	12/18/2012	12/21/2012	12/Spec	LWOP/Personal
10	Francis, Jill Nicole	SLVRC	12/20/2012	2/1/2013	12/Spec	LWOP/FMLA
11	Howskins, Adrian John	History	1/1/2013	5/15/2013	9/Reg	LWOP/Spec
12	Kile Schwartz, Tracy Lynne	Coll of Applied Human Sci	10/22/2012	12/18/2012	12/Reg	LWOP/FMLA
13	Lowrey, Robert C	Student Legal Services	11/12/2012	11/12/2012	12/Reg	LWOP/Departmental
14	Lowrey, Robert C	Student Legal Services	11/19/2012	11/20/2012	12/Reg	LWOP/Departmental
15	Lowrey, Robert C	Student Legal Services	12/10/2012	12/31/2012	12/Reg	LWOP/Departmental
16	McLaren, Cassidy	Psychology	11/21/2012	11/30/2012	12/Reg	LWOP/FMLA
17	Oorlog-Hansen, Shantel	Continuing Ed-Admin	12/20/2012	2/18/2013	12/Reg	LWOP/FMLA
18	Orswell, Forrest M	Student Legal Services	11/2/2012	11/2/2012	12/Reg	LWOP/Departmental
19	Orswell, Forrest M	Student Legal Services	12/3/2012	12/28/2012	12/Reg	LWOP/Departmental
20	Rider, Reed	Res Associate I	12/1/2012	12/16/2012	12/Spec	LWOP/Departmental
21	Vizcarra, Bea	Res Associate II	12/21/2012	2/4/2013	12/Spec	LWOP/FMLA
22	Zheng, Xin	MIP	12/5/2012	2/28/2013	12/Spec	LWOP/Personal

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:

2012-13 Academic Faculty and Administrative Professional Manual Revisions:  
University Code, Section C.2.3.1.b – College of Applied Human Sciences

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, University Code, Section C.2.3.1.b – College of Applied Human Sciences.

EXPLANATION:

Presented by Tony Frank, President.

The proposed revision for the 2012-13 edition of the Colorado State University Academic Faculty and Administrative Professional Manual have been adopted by the Colorado State University Faculty Council. A brief explanation for the revision follows:

The proposed revision to the Academic Faculty and Administrative Professional Manual, University Code, Section C.2.3.1.b – College of Applied Human Sciences is requested to change the name of the College of Applied Human Sciences to the College of Health and Human Sciences. The primary reason for changing the name of the College of Applied Human Sciences to the College of Health and Human Sciences is that it is very similar to three aspirational peers - Purdue University; Penn State, and Oregon State. As with these aspirational peers, the college's intention to lead with health is that it prioritizes how the various configurations of schools and departments have an overarching goal to consider community-based health outcomes (social, behavioral, physical) in the work of the College. While Penn State has a College of Health and Human Development it still recognizes health as a priority. Oregon State recently changed its name to College of Public Health and Human Sciences for accreditation purposes, yet it still recognizes the breadth of health in the programs there. There are no colleges of Human Sciences and Health in the United States. There are also no peer universities with a College of Applied Human Sciences in the United States. And, there are no agencies that align to support human sciences above health. Finally, over 3000 students in the college are enrolled in programs in which health outcomes are an important metric of success in various educational, health promotion and intervention programs. Changing the name of the



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College of Applied Human Sciences to the College of Health and Human Sciences will help provide a unifying focus for the college.

NOTE: Revisions are noted in the following manner:  
Additions - underlined Deletions ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL  
REVISIONS AND ADDITIONS – 2012-13

C.2.3.1 – Colleges and Academic Departments

b. College of ~~Applied Human Sciences~~ Health and Human Sciences

Comprising the Departments of Construction Management; Design and Merchandising; Health and Exercise Science; Food Science and Human Nutrition; Human Development and Family Studies; Occupational Therapy; the School of Education; and the School of Social Work.

Board of Governors of the  
Colorado State University System  
February 8, 2013  
Consent

\_\_\_\_\_  
Approved

MATTERS FOR ACTION:

Approval of Degree Candidates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees at the end of the Winter C Term (ending 3/3/13).

EXPLANATION:

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

The Faculty of Colorado State University – Global Campus recommends the conferral of degrees on those candidates who satisfy their requirements at the end of the Winter C Term as part of the term-based degree conferral. The Office of the Registrar has processed the applications for graduations; only those individuals who have completed all requirements will receive their degree.

# Section

# 9

## Board Meeting Evaluation

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# Appendix

**Board of Governors Correspondence Received 12/7/12 - 1/25/13**

Date Received	Email/Letter	From	Subject	Response Sent
12/7/12	letter	Joseph Pando	opposition to stadium	12/20/12
12/7/12	email	Lindsay Morgan	opposition to stadium	12/26/12
12/12/12	email	Linda Vrooman	opposition to stadium	12/26/12
12/14/12	email	Phillip Kellogg	food processing support services	12/21/12
1/23/13	email	Bob Vangermeersch	SOSH	1/24/13

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**From:** CSUS Board  
**Sent:** Thursday, January 24, 2013 8:39 AM  
**To:** bobvangermeersch@aol.com  
**Subject:** RE: open letter to the BOG from SOSH

Good morning, Mr. Vangermeersch,

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the issue of a proposed on-campus stadium at CSU in Fort Collins. Your correspondence will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Sharon Teufel  
Board of Governors Office  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202  
303-534-6290

**From:** [bobvangermeersch@aol.com](mailto:bobvangermeersch@aol.com) [<mailto:bobvangermeersch@aol.com>]  
**Sent:** Wednesday, January 23, 2013 9:19 AM  
**To:** CSUS Board  
**Subject:** open letter to the BOG from SOSH

G'Day Ladies and Gentlemen

I have pasted in below a letter that we wish to be sent to all the CSUS board members. Call me if you have any questions. Will also attach the letter.

Regards

Bob Vangermeersch SOSH steering committee

TO: The Colorado State Board of Governors (open) 1-23-13  
FROM: The Save Our Stadium Hughes Steering Committee  
SUBJECT: The Proposed new main Campus stadium

SOSH is a local grass routes organization that is opposed to the proposed \$300 million main Campus football stadium. As CSU chancellor Mike Martin said in a December 10, 2012 article in the Wall Street Journal: "It's risky business, no doubt about it."

In the same article Chancellor Martin goes on to warn that the desire for football success brings the temptation to make outsized investments in facilities and coaches and to "bend the rules" to recruit the best players. "The dangers aren't just limited to sports" he says "they are risks to the institution."

We agree with Chancellor Martin.

SOSH is opposed to the main campus stadium for the following reasons:

- CSU's goal of a top 20 football team by drastically increasing spending on athletics in order to achieve more national recognition, attract more out of state students and thereby bring in more money is seriously flawed logic. See the Pope and Pope study.
- No action plan or financial plan has been presented to support the above mentioned goal.
- A \$300 million main campus stadium will become a enormous financial albatross for CSU and becomes a gigantic balance sheet mistake.
- The rule bending has already started with the AD's "Travelgate". Channel 9 news 12/16/12
- The bond debt service and sinking fund payments will deplete the university's coffers at the rate of \$15 to \$20 million per year.
- Surveys have shown that a large majority of the CSU students, faculty and staff as well as the Fort Collins Community do NOT support this project. A citizen's initiative garnered over 10,000 signatures.
- CSU will need to bring in more money from the football fans to support the debt payments. This means increased prices for seating, parking, food and beverage, and merchandise, Income from such increases may not be sustainable.
- The above mentioned increases will deleteriously affect the local economy "dollar for dollar" as the fan's entertainment budget will be spent on campus.
- In in third party study, Dr. Joel Maxcy , of Temple University, concluded that CSU's projected revenue is not attainable. His net present value (NPV) analysis show a negative outcome in 7 of 9 cases. Main Campus stadium, a fiscal cliff? 9-17-2012
- Local Fort Collins neighborhoods are concerned about the noise, pollution, lights, falling property values, congestion, parking and safety in addition to the tax monies needed to improve local infrastructure in support of this project.
- The present athletics budget of \$30 million is losing over \$15 million a year that is currently supplemented by student fees, tuition and taxpayer dollars.
- The proposed stadium will splinter the "town/gown" relationship.
- Will a job placement interviewer ask a CSU grad " Did your football team play in an main campus stadium?"
- Chancellor Martin has rather myopically stated "This is a Campus Issue." *We disagree!"*

The stadium will seriously affect the citizens of Fort Collins, so therefore it is a city issue.

We have supporting documents for all these comments. Which we would be please to share.

CC: Fort Collins City Council, CSU administration, State Representatives and Senators, The Coloradoan and the collegian.



**BOARD OF GOVERNORS** *of the*  
**COLORADO STATE UNIVERSITY SYSTEM**

410 Seventeenth Street, Suite 2440 • Denver, Colorado 80202  
Phone (303) 534-6290 • FAX (303) 534-6298 • [www.csusystem.edu](http://www.csusystem.edu)

December 20, 2012

Mr. Joseph P. Pando  
219 S. Whitcomb Street  
Fort Collins, CO 80521

Dear Mr. Pando:

This acknowledges receipt of your letter to the Board of Governors of the Colorado State University System regarding the issue of a proposed on-campus stadium at CSU in Fort Collins. Your correspondence will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

A handwritten signature in cursive script that reads "Sharon Teufel".

Sharon Teufel  
Office of the Board of Governors



DEC 6 2012

Dear Board:

I am writing this letter in response to CSU on campus stadium. My personal opinion is I don't want it in my backyard. I live less than one mile from the proposed location of the stadium. My property value will go down, the parking for such a venue will have to be dealt with as will the streets, sidewalks, traffic, noise and litter. All city tax payers will be paying for improvement that ~~will~~ will have to be done to accomodate such a big waste of money. Keep it where it is improve Heugh's stadium, plenty of parking, great views. lot's of room for tailgate party's.

save CSU gardens, open space

Thank you  
*Dan! / anky*



**JOSEPH P PANDO**  
 219 S WHITCOMB ST  
 FORT COLLINS CO 80521-2641

DENVER CO 802

05 DEC 2012 PM 2 L



Rec'd  
 12/7/12

Board of Governors  
 410 17th st, Suite 2440  
 Den CO 80202

80202442615



**Teufel, Sharon**

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**From:** CSUS Board  
**Sent:** Wednesday, December 26, 2012 11:02 AM  
**To:** 'Lindsay Morgan'  
**Subject:** RE: CSU "on campus" stadium

Ms. Morgan

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the issue of a proposed on-campus stadium at CSU in Fort Collins. Your correspondence will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Sharon Teufel  
Board of Governors Office  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202

303-534-6290 (main)  
303-376-2627 (direct)

Notice: This email (including attachments) is protected by the Electronic Communications Privacy Act, 18 USC 2510-25221. It is confidential and may be legally privileged. If you are not the intended recipient, you are hereby notified that any retention, dissemination, distribution, or copying of this communication is strictly prohibited.

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**From:** Lindsay Morgan [mailto:lindsette@comcast.net]  
**Sent:** Friday, December 07, 2012 3:37 PM  
**To:** CSUS Board  
**Cc:** Governor.hickenlooper@state.co.us  
**Subject:** CSU "on campus" stadium

Members of the CSUS Board,

In the beginning we, the residents of the off-campus areas that are going to be affected by the creation of a new "on campus" football stadium, believed that we would have some influence concerning our unanimous opposition to the idea. It seems that, as usual, "Follow the money....and the money speaks."

What the future holds for us is months and months (if not a year or more) of construction detours, heavy equipment and loads of dirt and materials, all being hauled back and forth through one of the most busy, traffic congested areas of our city, into and through our residential neighborhood of families, children, students and pets, all for the sake of 6 home football games per year, with a team that had 4 wins and 8 losses this year. The attendance at this year's games at Hughes Stadium was pathetic and it wasn't because it's an "off-campus" stadium. It was because the team just isn't very

good! Oh, we've been told that the new stadium will be used for other events to make it worthwhile like concerts, with music blasting out over loud speakers, etc. Inevitably, there will be the rowdy and/or drunken crowds of people wandering around our quiet neighborhood throughout the day or late at night, unending litter and trash, no street parking availability, not to mention cannons, crowd noise and unending traffic gridlock at both the games and other special events. Many colleges and universities with far better football teams than CSU have much less than Hughes Stadium has to offer and they drive much farther to get to their home games.

We also have questions about Title IX and all the other sports at CSU (male and female) that are being ignored financially. Do you call this fair and equitable treatment for all sports teams? Often the answer is: "Well, football brings in the most money." A poor football team is not going to bring in any more money in a new "on-campus" stadium than it does at Hughes Stadium.

The external costs to the tax-payers in building and maintaining this new stadium like: law enforcement, street improvements, lighting, emergency access, traffic control, to name a few, are unavoidable and could go on for years, costing money that residents would much prefer was spent on the more important needs of the citizens and the city of Fort Collins. In these tight economic times it is an irrational idea being forced upon us by a University President and a Football Coach who will probably pin their accomplishments on their chests like medals, write them into their resumes and then leave it to us to live with their over-blown fantasies while they move on to bigger and better jobs elsewhere. The money-making possibilities from the stadium's construction will, of course, attract rich business people who will profit from its construction. So again....follow the money.

This is not fair. This is not logical. This is not economically timely. And once the decision is made it cannot be erased. We, the citizens of Fort Collins are the ones who will have to live with it. This is not the kind of process Fort Collins is famous for and how would you like your neighborhood changed in such a way? We have read in the newspaper that all of the 9 members of the Board don't even live in the Fort Collins area. If this is true, how can this be? How can you be deciding our future when you don't even live here? We're being steamrolled and reminded that only the rich and influential people hold the reins to our future. Once you decide on building an un-needed, "on-campus" stadium, it will show that you don't care about our families who have put their hard earned money into buying a house who's property value is going to plummet and whose neighborhood is going to be degraded by this ridiculous idea whose time is "not now" or hopefully ever.

This is a very frustrating, sad situation for us, that our future is out of our hands and we're ignored by you and others who are in control. Now we will just have to wait and see what really matters to the Board. Maybe we already know....

Our wish is that this very bad idea, at a very bad time, in a very bad place, will go away. It is just plain common sense.

Sincerely,

Lindsay Morgan  
Fort Collins Resident,

**Teufel, Sharon**

---

**From:** CSUS Board  
**Sent:** Wednesday, December 26, 2012 11:01 AM  
**To:** rsvlgv1@comcast.net  
**Subject:** RE: Proposed CSU Fort Collins Stadium

Ms. Vrooman,

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the issue of a proposed on-campus stadium at CSU in Fort Collins. Your correspondence will be shared with the Board of Governors.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Sharon Teufel  
Board of Governors Office  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202

303-534-6290 (main)  
303-376-2627 (direct)

---

**From:** [rsvlgv1@comcast.net](mailto:rsvlgv1@comcast.net) [mailto:rsvlgv1@comcast.net]  
**Sent:** Wednesday, December 12, 2012 8:33 PM  
**To:** Frank, Tony; CSUS Board  
**Subject:** Proposed CSU Fort Collins Stadium

Dr. Frank and members of the CSUS Board of Governors,

On Friday, December 7, in the public comment section of your Board meeting, I read a short statement and left copies of information. The media has been filled the last few days with news stories regarding the subject of college football and Jack Graham's dream for CSU. They are interesting reading, and I am giving you the sources of two stories and the link to the third.

Monday, December 10, Wall Street Journal, page B1:  
COLLEGE FOOTBALL'S BIG-MONEY, BIG-RISK BUSINESS MODEL

Tuesday, December 11, New York Times, page A25:  
Op-Ed by Joe Nocera: SHOW ME THE MONEY

Wednesday, December 12, Bloomberg, link:

<http://www.bloomberg.com/news/2012-12-12/is-this-the-beginning-of-the-end-of-the-ncaa-.html>

Please read as much as you can about the "new stadium will make us rich and famous" idea, as it is a very big, expensive mistake should it turn out the way many have predicted. It is never too late to back out of a bad idea.

Thank you for your time on Friday.

Linda Vrooman  
(970)472-4048

**Teufel, Sharon**

---

**From:** CSUS Board  
**Sent:** Friday, December 21, 2012 11:33 AM  
**To:** Phillip Kellogg  
**Cc:** Frank, Tony  
**Subject:** RE: Baffled by lack of commitment/response of the Colorado State Food Science and human nutrition

Mr. Kellogg,

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the CSU Food Science and Human Nutrition Department. Your correspondence will be shared with the Board of Governors and, by copy of this email, with Dr. Tony Frank, President of Colorado State University.

Thank you for your interest in Colorado State University.

Sincerely,

Sharon Teufel

Sharon Teufel  
Board of Governors Office  
Colorado State University System  
410 17th Street, Ste. 2440  
Denver, CO 80202

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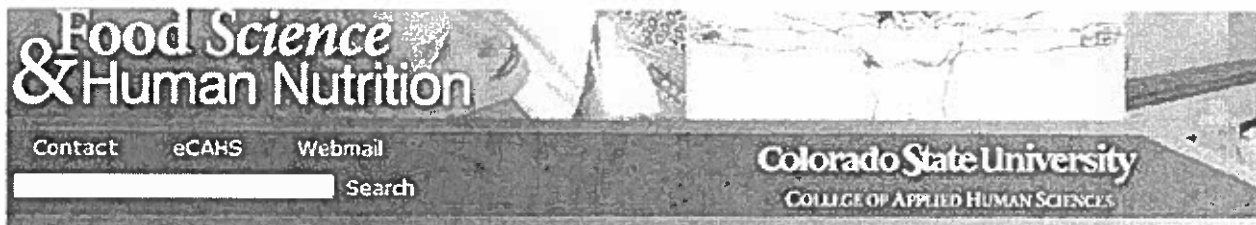
**From:** Phillip Kellogg [<mailto:pkellogg@daffyapple.com>]  
**Sent:** Friday, December 14, 2012 2:13 PM  
**To:** CSUS Board  
**Subject:** Baffled by lack of commitment/response of the Colorado State Food Science and human nutrition

Dear Board Member,

I have to let someone know about the complete lack of support the Food Science and Human Nutrition department is giving to us as a Colorado Food manufacturer.

We have contacted the department via phone and email numerous times over the last several years and most recently last week, requesting assistance with analyzing our products for nutritional content and food safety screening. In all the times we have left contact information and requests for assistance, we have NEVER received a response back. We have always and again last week sent our product samples to the University of Nebraska for analysis. I even spoke with the director of the University of Nebraska Food science department and she has even heard how bad the services are from CSU. She did say, however, that the University of Wyoming is worse. I don't see what constitute being worse than never receiving a call back.

I had always thought the Colorado university systems had a responsibility to businesses here as land grant and public funded institutions. Am I wrong or should someone have a candid discussion with Martha Stone and find out why her department is so unresponsive.



[FSHN Home](#) > [Outreach: Programs & Services](#) > [Food Processing Support Services](#)



## Food Processing Support Services

**Subject Areas:** Food Processing, Food Product Development, Sensory Analysis, Baked Products.

**Telephone:** 970.491.3874

**Email:** [martha.stone@colostate.edu](mailto:martha.stone@colostate.edu)

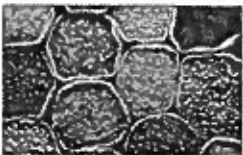
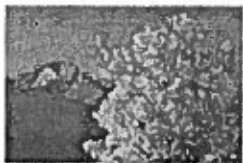
**Faculty Coordinator:** Martha Stone

**Assistants:**

Janice Brown [janice2.brown@colostate.edu](mailto:janice2.brown@colostate.edu)

Available for problems solving to Colorado food industries and/or entrepreneurs by providing:

- Consulting
- Analytical Services
- On-site Visits
- Referral



SERVICES	FEES
Nutrient Analysis (Based on ingredients/formulation provided by client.	\$80 (per formula)




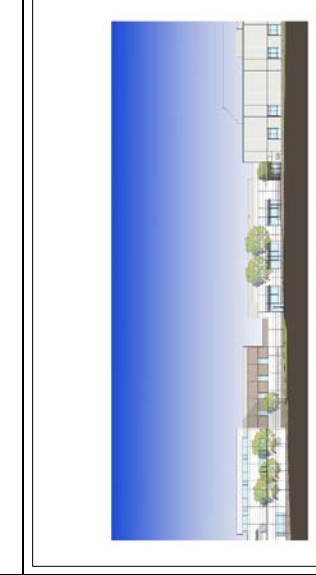
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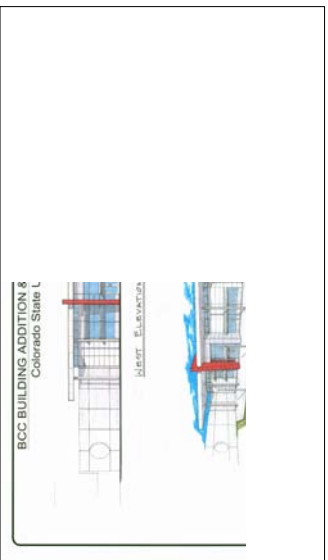
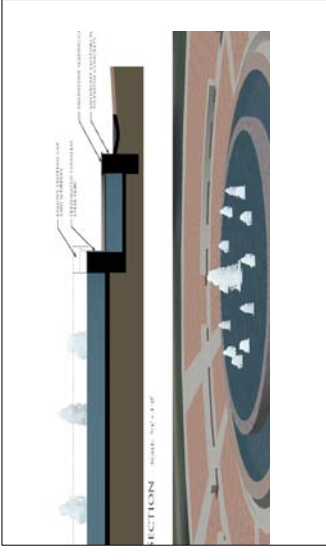


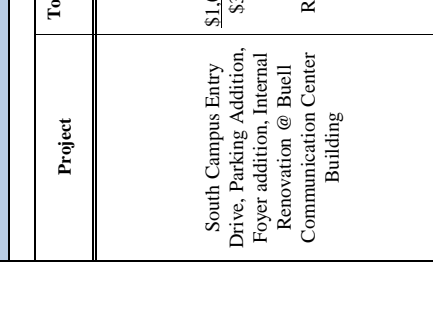
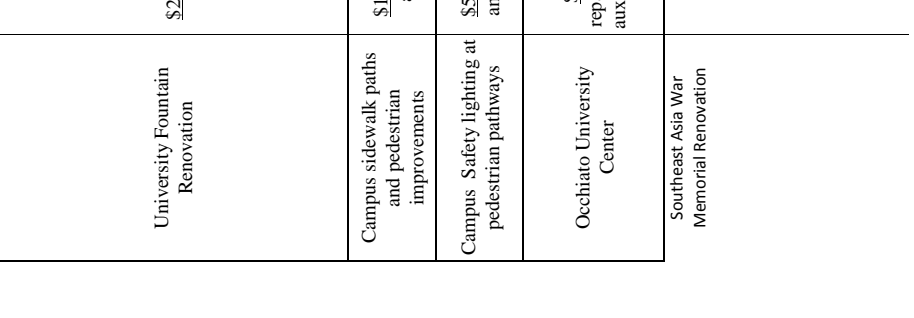
# Construction Status Reports

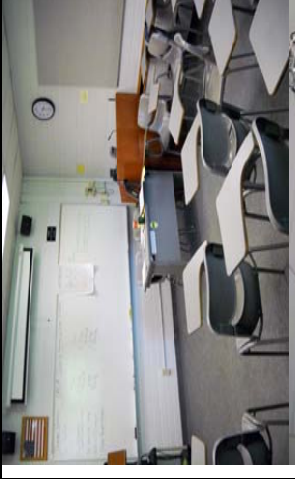

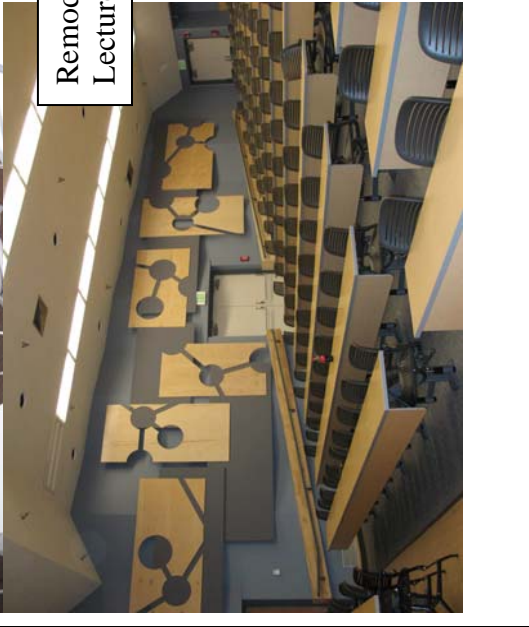


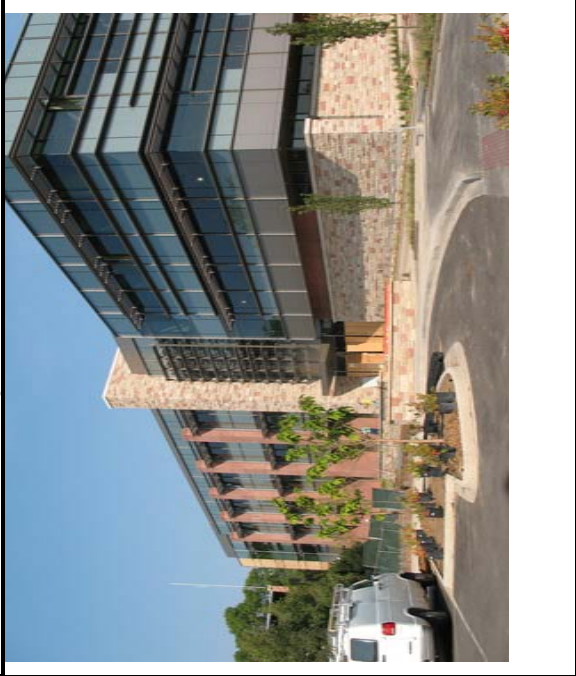
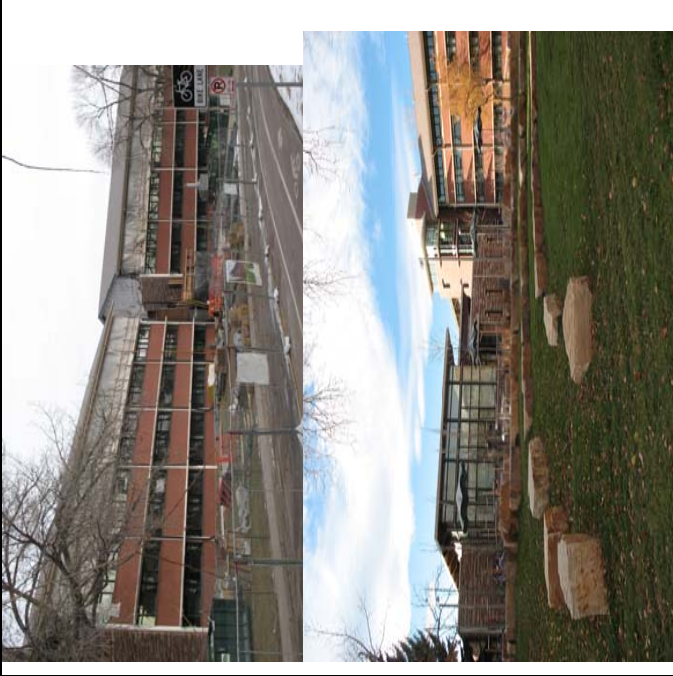
**COLORADO STATE UNIVERSITY - PUEBLO  
CONSTRUCTION PROJECT STATUS REPORT**



Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 01/20/2013	Description
New Student Housing Creststone 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	Apr-11	100% complete as of 07/06/11; Substantial Completion/07/06/11, and currently commissioning HVAC, with anticipated Final Settlement Complete. On budget. Commissioning for cooling complete, Commissioning for heating underway. First review of USGBC LEED Platinum submittal is complete-- responses in process by design team.	
Corridor Extension @ Student Recreation Center	\$856,260 Student Rec. Ctr. Fee	05/2011	1/2012	Re-design and value-engineering resulted in Successful ReBid on 04/2011. Construction complete/occupied 01/09/2012. On budget, on schedule.	

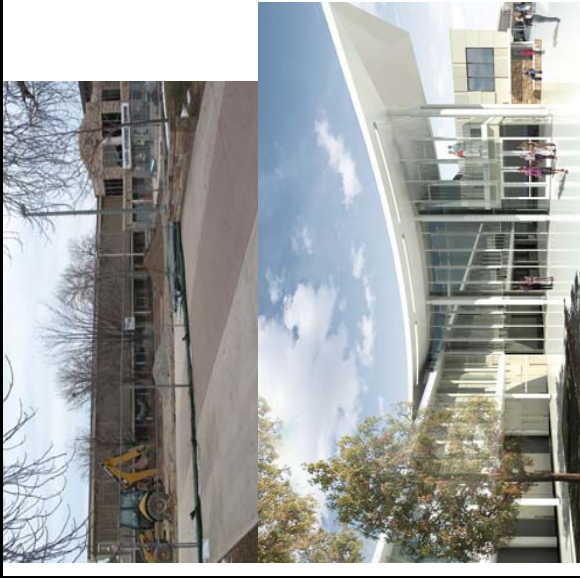

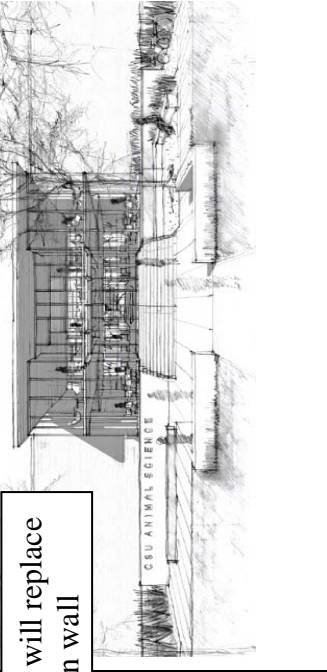
**COLORADO STATE UNIVERSITY - PUEBLO  
CONSTRUCTION PROJECT STATUS REPORT**

Project	Total Budget & Funding Source	Construction Start	Scheduled Completion	STATUS as of 01/20/2013	Description
South Campus Entry Drive, Parking Addition, Foyer addition, Internal Renovation @ Buell Communication Center Building	\$1,062,500 Student Fee-- \$300,000 Parking funds-- \$301,000 Building Repair/Replacement-- \$462,500	05/01/2010-- site work, interior remodel, complete 09/20/10-- building addition constr. Start 4/2011	08/01/2010-- exterior site work and interior partial remodel; building foyer addition and remaining interior remodel Feb 2012	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: REBID 07-21-11 on Budget. Occupancy and Completion 02/20/2012	
University Fountain Renovation	\$210,750 Student Fees	Jan-11	Aug-11	Re- Design and Value-engineering resulted in successful bid on-budget. Completion 08/21/2011 On Budget	
Campus sidewalk paths and pedestrian improvements	\$180,000 Student Fees and Facilities R&R	Oct., 2009	April, 2010	Completed on time, on budget	
Campus Safety lighting at pedestrian pathways	\$580,000 Student Fees and/or Facilities R&R	July, 2010(est.)	March, 2012	Phase I complete. Phase II complete.	
Occhiato University Center	\$26.3M Debt to be repaid with student fee & auxiliary services revenue	Delayed	Delayed	In-house review/update of approved 2007 OUC Program Plan is underway. (2012 draft Campus Physical Master plan includes recommendation for Student Center Project, for President's review, followed by BoG submittal.)	
Southeast Asia War Memorial Renovation	106,000	Veteran's donations, community individuals, CSU-Pueblo	11/11/2011	completed 11/11/11	

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/13
Classroom upgrades Total Budget: \$10,000,000	\$10,000,000 Student Facility Fee and General Fund	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Before</p> </div> <div style="text-align: center;">  <p>After</p> </div> <div style="text-align: center;">  <p>Remodeled Chemistry Lecture Hall</p> </div> </div>	Sept 2013	<p>The project will renovate approx. 100 classrooms, study areas and lecture halls by the time it is complete, as well as install HVAC in Shepardson, Animal Sciences and Visual Arts.</p> <p>81 classrooms, study areas and lecture halls are complete to date, along with HVAC in Visual Arts. Over 3400 new chairs are in place. 11 classrooms and the HVAC in Shepardson will be complete by mid March.</p> <p>Remaining funds will be allocated to additional classrooms for construction in Summer 2013. Animal Sciences HVAC to be completed with renovation project.</p>

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/13
<p>Engineering II</p> <p>Total Budget: \$66,000,000</p>	<p>\$44,000,000</p> <p>Student Facility Fee &amp; Research Overhead</p> <p>Remaining funds from grants and donations</p>		<p>June 2013</p>	<p>Construction on schedule and nearing completion. Project budget has increased with additional donations.</p>
<p>Braiden and Parmelee Halls 4<sup>th</sup> floor addition</p> <p>Total Budget: \$29,300,000</p>	<p>\$26,000,000</p> <p>Housing and Dining Services</p> <p>Remaining funds from HDS reserves</p>		<p>May 2013</p>	<p>Project is on budget. Parmelee Hall is complete.</p> <p>Construction is underway on Braiden Hall. North wings, main entrance and amphitheater completed in Nov. 2012. South half will be ready to occupy May 2013.</p>

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/13
<p>Durrell Dining Center Renovation (part of the Academic Village North Project)</p> <p>Total Budget: \$9,000,000</p>	<p>\$9,000,000</p> <p>Housing and Dining Services</p>		<p>May 2013</p>	<p>Construction is approx 50% complete. TDEX facility is open for grab and go food while Durrell Center is closed.</p>
<p>Laurel Village (formerly Academic Village North)</p> <p>Total Budget: \$48,000,000</p>	<p>\$48,000,000</p> <p>Housing and Dining Services</p>		<p>Aug 2014</p>	<p>Deconstruction of the Lory Apartments is complete.</p> <p>Project bid in Dec. was well under budget with all alternates accepted.</p>

Project	Bond \$	Bond Project Status Picture	Occupancy	Status as of 1/13
Lory Student Center Revitalization Total Budget: \$70,000,000	\$60,000,000 Student Center Fees Remaining funds from LSC reserves		Aug 2014	Project is underway. Mobilization, utilities and selective demolition began over Winter Break. Occupants to be relocated in May 2013 prior to major construction.
Animal Sciences Revitalization Total Budget: \$7,500,000	\$7,500,000 General Fund		Feb 2014	Project budget will accommodate 2 <sup>nd</sup> floor renovation for new labs and complete mechanical replacement with upgrades to electrical and plumbing systems. Building occupants have been moved to temporary locations and abatement is underway. Demo to begin Feb 2013.
	<div data-bbox="1112 1438 1201 1890" style="border: 1px solid black; padding: 5px;">             New north entrance will replace existing glass curtain wall           </div>			

# Readings on Higher Education



### MATTER OF OPINION

"Let us in education dream of an aristocracy of achievement arising out of a democracy of opportunity."

— Thomas Jefferson

DENVER BUSINESS JOURNAL

# OPINION

JANUARY 18-24, 2013 | A31

## DENVER BUSINESS JOURNAL

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# Run the numbers: Higher education remains a solid investment

In a thriving democracy, it's a foundational truth that an educated citizenry benefits the larger society as well as the individual citizen. It's also been an article of faith that the path to a vibrant economy and strong workforce requires most young Americans to build a successful career on the bedrock of some level of post-secondary education.

Recently, however, there appears to be a growing skepticism about our long-held educational ethic.

For example, a recent Newsweek cover story asked, "Is College a Lousy Investment?" Critics argue that rising tuition and increasing student debt loads make higher education at least a questionable expense.

While the national trends — almost exclusively driven by declining public support for higher education in many states, including Colorado — are certainly troubling, the fact remains that higher education is among the best investments an individual can make during their lifetime. Additionally, higher education delivers unparalleled returns for the broader community on many levels.

Our Founding Fathers certainly understood the importance of higher education. Two of them, Benjamin Franklin and Thomas Jefferson, established public universities — the University of Pennsylvania and the University of Virginia, respectively. George Washington made the case for supporting education in his farewell address to the nation, and John Adams opined often on the value of advanced education. Abraham Lincoln

signed the Morrill Act, groundbreaking legislation that gave rise to some of the nation's most successful public colleges and universities.

Clear connections exist between our past global economic primacy and substantial investments in education at all levels. For example, there's an undisputed nexus between the golden age

Today, students and their parents shoulder a much greater portion of the cost of higher education than at almost any other time in recent history, yet **substantial returns** still accrue to individuals who attain a college degree. Run the numbers and the benefits speak for themselves.

of economic expansion in the United States — the 1940s through the 1970s — and the fact the G.I. Bill opened the doors of opportunity and education to scores of soldiers returning from World War II.

The results of that post-war investment in access to higher education have been profound, lasting and unprecedented, making a great case for halting today's slide toward privatization. The legacy of the "Greatest Generation" is rooted in broad access to a high-quality, publicly funded higher-education system.

Today, students and their parents shoulder a much greater portion of the cost of higher education than at almost any other time in recent history, yet

substantial returns still accrue to individuals who attain a college degree. Run the numbers and the benefits speak for themselves.

Even given the soft employment market for new college graduates during the recent recession, the national unemployment rate for those with a bachelor's degree is 4.2 percent, while the rate for those without a degree is 8.8 percent. Additionally, the U.S. Census Bureau reports that lifetime earnings for someone with a bachelor's degree average \$1 million more than those with only a high school education.

Moreover, college graduates have more options in the job market and adjust more smoothly to changes in the economy. The process of being educated teaches self-education, giving college graduates the ability to learn and relearn as technology, society and the market changes. For example, a geologist with an undergraduate degree in English can become a restaurateur, mayor of Denver and eventually governor of Colorado.

Our Founding Fathers understood the importance of a strong higher-education system to a successful democracy. The Greatest Generation reaped previously unimaginable benefits from publicly financed degrees and then changed the world. The value of higher education is real and tangible.

At a time when the nation needs health professionals, scientists, teachers, engineers, and business and community leaders, we cannot continue to divest in and pursue policies that limit access to higher education. The long-term consequences could spell disaster for the nation.

**MIKE MARTIN**, chancellor of the Colorado State University system, can be reached at chancellor@colostate.edu.

### Viewpoint



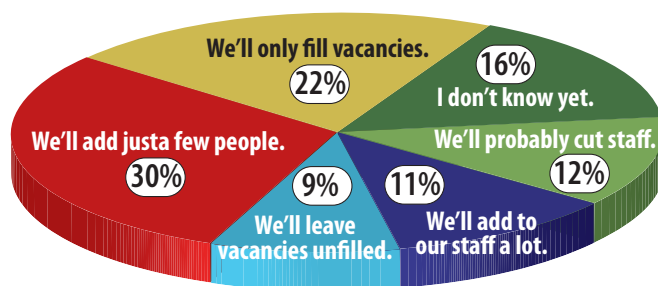
Mike Martin

## THE PULSE

In last week's web survey, we asked: Do you expect that your business will be hiring this year?

We received 265 responses.

**This week's question:** The FAA is reviewing design and production of the Boeing 787 Dreamliner in the wake of mechanical issues with the new plane. Will those issues deter you from flying on the 787?



To respond, visit our site at: [denverbusinessjournal.com](http://denverbusinessjournal.com)

This poll is not a scientific sampling, but offers a quick view of what readers are thinking.

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The 2012 AGB Survey of Higher Education Governance

## **College Prices, Costs, and Outcomes**

Who's Minding the Gap Between  
Higher Education and the Public?



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## INTRODUCTION

### Reconciling Board Members' Views about Their Own Institution and Higher Education in General

**T**uition and fees at most public and independent colleges and universities have risen markedly over the last two decades, and although the rate of increase has slowed in most cases, college has become less affordable for a number of people, and the willingness and ability of students, parents, and the public to pay the price have declined.

Most board members seem to understand this point, *but only when it comes to other colleges and universities*, according to a survey recently conducted by the Association of Governing Boards of Universities and Colleges (AGB) of more than 2,500 board members across the country. Board members think that higher education in general is too expensive, *but the price is right at their own institution*. And while almost half say that their institution could be doing more or needs to do much more to reduce expenses, the other half say it is already doing all it can.

Board members similarly say that their institution prepares graduates well for life, careers, and citizenship, and that *their institution does so better than higher education in general*. Most board members also agree that colleges and universities are essential to the economy and need to do more to graduate enrolled students. But *fewer are convinced that the United States needs to increase the number of people with college degrees, and one-fifth of those surveyed actually say they disagree with this national goal*.

Given that the cost and value of a college degree have been the targets of great public attention in recent years, AGB specifically asked board members for their views about those issues in the study, its third annual survey of higher education governance. Fifteen percent of the board members that responded served at public colleges, universities or systems, and 85 percent served at independent colleges and universities. (Full details of the survey, including a breakdown of the findings by type of institution, are available on the AGB Web site at [www.agb.org](http://www.agb.org).)

From the survey results, it seems clear that boards are not translating public concerns about higher education, which they largely share, into action in the boardroom. For colleges and universities to secure continued public understanding and support, there must be better alignment between the public's needs and higher education's actions, between the public's perceptions and higher education's reality. Currently, the gap between the public and higher education's governing board members is much too great, as these survey results reveal. For this situation to improve, members of governing boards must take more seriously the concerns of the public as they make their decisions. They must ask hard questions at key points about the cost, quality, and value of the institutions they serve. They must be willing and able to take a hard look at the data that support the answers. They must act on what they learn, as well as better explain higher education's costs, pricing, and quality to the public. Until they do, the gap will continue to widen.

We hope this report stimulates discussions about price, cost, and outcomes in boardrooms across the country, in public and independent colleges and universities, large and small. Board members do govern higher education one institution at a time, but their collective commitment to higher education has never been more important.

# The Value Proposition for Higher Education: Price, Cost, and Outcomes

## Tuition and Value

The public thinks that higher education tuition and fees are too high, and most board members agree that higher education, in general, is too expensive. *But most board members also say their own institution generally costs what it should, relative to its value, and that their institution is doing all it can to keep tuition and fees affordable for students.* About half of the board members surveyed say that their institution is doing all it can to hold the line on tuition, and about the same number think their institution needs to do more. (See Tables 1 and 2.) Because almost all boards report that they have the power and responsibility to approve tuition and fees, this conflicted position in the boardroom may be reflected in the modest slowing in pricing seen over the last few years.

**TABLE 1: BOARD MEMBERS' VIEWS OF THE COST AND VALUE OF ATTENDING THEIR OWN INSTITUTION COMPARED TO HIGHER EDUCATION AS A WHOLE**

My institution generally costs what it should relative to its value.	62%	38%	Higher education costs what it should relative to its value.
My institution is underpriced relative to its value.	21%	7%	Higher education is underpriced relative to its value.
My institution is too expensive relative to its value.	17%	55%	Higher education is too expensive relative to its value.
<b>My Institution Total</b>	<b>100%</b>	<b>100%</b>	<b>Higher Education Total</b>

**TABLE 2: BOARD MEMBERS' OPINIONS REGARDING THE PRICE OF TUITION AND FEES AT THEIR OWN INSTITUTION**

My institution is doing all it can to keep tuition and fees affordable for students.	43%
My institution is making some inroads, but could be doing more to make tuition and fees more affordable for students.	29%
My institution needs to do much more to make our tuition and fees affordable for students.	13%
My institution is already low-cost or reasonably priced.	11%
My institution should be charging more for tuition and fees.	2%
Setting tuition and fees is outside the control of the campus/board.	1%
<b>Total</b>	<b>100%</b>

## Institutional Expenses

Forty-nine percent of respondents say their institution could be doing more or needs to do much more to reduce expenses; an equal percentage say it is already doing all it can (49 percent). Only 1 percent say containing expenses is not an institutional priority. (See Table 3.) Interestingly, more than half (51 percent) of the board members at independent institutions say their college or university is doing everything it can to reduce expenses, while only 37 percent of those at public institutions say that it is doing everything that it can. (Please see full survey at [www.agb.org](http://www.agb.org).)

**TABLE 3: EFFORTS TO CONTROL EXPENSES AT MY INSTITUTION**

My institution does everything it can to reduce expenses.	49%
My institution does many things to reduce expenses, but could be doing more.	42%
My institution needs to do much more to reduce expenses.	7%
My institution is not trying to reduce expenses.	1%
<b>Total</b>	<b>100%</b>

The top cost-drivers, according to surveyed board members, include capital investments and campus infrastructure, health benefit plans, administrative costs, faculty costs, institutional aid for students (independent colleges), and decreased state support (public colleges). While decreased state support is not an expense, per se, it is perceived to be a cost driver since losses in this source of revenue are so closely linked to the need to control expenses. (See Table 4.)

**TABLE 4: TOP COST DRIVERS AT COLLEGES AND UNIVERSITIES**

Public	Independent
1. Decreased state support	1. Capital investments and campus infrastructure
2. Capital investments and campus infrastructure	2. Institutional aid for students
3. Health benefit plans	3. Faculty costs
4. Administrative costs	4. Administrative costs
5. Faculty costs	5. Health benefit plans

## Outcomes

Almost all board members believe that higher education helps people have better lives, engage with their communities, and prepare for careers, and that their own institution does so even better than most. (See Table 5.)

**TABLE 5: BOARD MEMBERS' RESPONSES TO STATEMENTS ABOUT EDUCATIONAL OUTCOMES FOR THEIR OWN INSTITUTION AND HIGHER EDUCATION IN GENERAL**

	Strongly Agree	Agree	Disagree	Strongly Disagree
<i>My institution helps people have better lives.</i>	66%	33%	1%	0%
<i>Higher education helps people have better lives.</i>	56%	42%	2%	0%
<i>My institution plays an important role in developing people who are engaged in their communities and concerned about key social issues.</i>	62%	34%	4%	0%
<i>Higher education plays an important role in developing people who are engaged in their communities and concerned about key social issues.</i>	38%	51%	10%	1%
<i>My institution prepares graduates very well for their careers.</i>	45%	51%	4%	0%
<i>Higher education prepares graduates very well for their careers.</i>	19%	69%	11%	1%

Almost all board members also think that higher education's research and innovation are central to the economy and that institutions need to graduate more of the students who enroll. Yet while most board members agree that the United States needs a larger proportion of its citizens to earn college degrees, fewer of them feel strongly about it. In fact, 21 percent of board members disagree with this goal (see Table 6), which raises a fundamental question about how board members view the mission of higher education.

**TABLE 6: BOARD MEMBERS' RESPONSES TO STATEMENTS ABOUT EDUCATION AND THE ECONOMY, GRADUATION RATES, AND ATTAINMENT RATES**

	Strongly Agree	Agree	Disagree	Strongly Disagree
Higher education's research and innovation are central to the economy.	51%	41%	7%	0%
Colleges and universities need to do more to increase the percentage of enrolled students who complete degrees.	55%	39%	6%	0%
The United States needs more of our citizens to earn college degrees.	39%	40%	19%	2%

## About AGB



Since 1921, the Association of Governing Boards of Universities and Colleges (AGB) has worked to strengthen, protect, and advocate on behalf of citizen trusteeship that supports and advances higher education. Serving more than 1,270 member boards, 1,900 institutions, and 36,000 individuals, AGB is the only national organization providing college and university presidents, board members, and board professionals of both public and independent institutions and institutionally related foundations with resources that enhance their effectiveness. AGB develops programs and services that strengthen the partnership between the president and governing board; provides guidance to regents and trustees; identifies issues that affect tomorrow's decision making; and fosters cooperation among all constituencies in higher education.

For more information, visit [www.agb.org](http://www.agb.org).

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## TIAA-CREF institute

The TIAA-CREF Institute conducts and supports actionable research intended to advance the ways individuals and institutions plan for financial security and helps strengthen the strategic thinking and decision making of college and university leaders. Research findings are presented in TIAA-CREF Institute publications and with their partnering organizations such as AGB.

For more information, visit [www.tiaa-crefinstitute.org/](http://www.tiaa-crefinstitute.org/).

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# THE CHRONICLE

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November 1, 2012

## **3 to 1: That's the Best Ratio of Tenure-Track Faculty to Administrators, a Study Concludes**



*Courtesy Robert Martin*

"The balance between people who are actually in the trenches and those who are overseeing that work has gotten grossly out of line," says Robert E. Martin, Emeritus Boles Professor of Economics at Centre College and an author of the study. "That imbalance is one of the primary reasons for why costs grew so out of control over the last three decades."

[Enlarge Image](#)



*Courtesy Robert Martin*

"The balance between people who are actually in the trenches and those who are overseeing that work has gotten grossly out of line," says Robert E. Martin, Emeritus Boles Professor of Economics at Centre College and an author of the study. "That imbalance is one of the primary reasons for why costs grew so out of control over the last three decades."

*By Jenny Rogers*

In the long-running debate over how many administrators are too many, two economic researchers believe they have identified an ideal ratio. For colleges to operate most effectively, they say, each institution should employ three tenured or tenure-track faculty for every one full-time administrator.

What the ratio is now is difficult to say, though most colleges probably would have to hire significantly more faculty or pare back on administrators if they wanted to meet a three-to-one goal. The numbers are fuzzy and inconsistent because universities report their own data. Different institutions categorize jobs differently, and the ways they choose to count positions that blend teaching and administrative duties further complicate the data. When researchers talk about "administrators," they can never be sure exactly which employees they are including. Sometimes colleges count librarians, for example, as administrators, and sometimes they do not.

In their recent study, Robert E. Martin, a professor emeritus of economics at Centre College, and R. Carter Hill, a professor of economics at Louisiana State University at Baton Rouge, attempted to quantify the factors that drive costs at 137 public research institutions. They describe their findings in a [working paper](#) titled "Measuring Baumol and Bowen Effects in Public Research Universities," released in October.

In their analysis of federal data from 1987 to 2008, the researchers calculated that the nationwide ratio was tilted toward administrators, with two full-time administrators for every one tenured or tenure-track faculty member. But their analysis showed, they said, that a ratio of three faculty to one administrator would be the most cost-effective balance for universities.

While examining the cost effects on institutions of external forces, like faculty and administrative salary trends, and internal decisions, like where to spend available money, the researchers found that college officials' own decisions accounted for a \$2 increase in cost for every \$1 increase caused by external factors.

The researchers found that skewing the three-to-one ratio with too many administrators or too many faculty members would cause costs to climb.

"The balance between people who are actually in the trenches and those who are overseeing that work has gotten grossly out of line," Mr. Martin said. "That imbalance is one of the primary reasons for why costs grew so out of control over the last three decades."

### **A Shift Toward Administrators**



The study's findings demonstrate the importance of shared governance in universities' budget decisions, Mr. Martin said. Those who hold the purse strings have a natural incentive to hire more employees like themselves, Mr. Martin said. Sharing decisions about hiring and other spending across different types of people, including faculty, administrators, and governing-board members, he said, acts as a natural check and balance, ensuring that no individual side's interests rise to the top. (See a recent [commentary](#) by Mr. Martin on this topic.)

But the study highlights a staffing trend, seen over two decades, of colleges' hiring more administrators than faculty. Universities reduced costs by hiring part-time instructors instead of tenure-track faculty, while hiring relatively more full-time administrators, the study shows. In 1987, the ratio of tenure-track faculty to full-time administrators at public research universities was 0.96, a balance of about one-to-one, with a slight tilt toward administrators. By 2008, however, the ratio of faculty to administrators had fallen to 0.56, reflecting a strong shift toward administrators.

Over that same time, the number of tenure-track faculty per 100 students at public research universities grew by 3 percent, while the number of part-time faculty per 100 students grew by 60 percent. Meanwhile, executive and managerial staff at those institutions increased by 9 percent per 100 students and noninstructional professional staff grew by 57 percent per 100 students.

### **'Back to Basics'**

Some advocates of increasing the proportion of faculty at universities say they support the researchers' goal of setting a three-to-one ratio of faculty to administrators.

Benjamin Ginsberg, a professor of political science at the Johns Hopkins University and author of *The Fall of the Faculty: The Rise of the All-Administrative University and Why It Matters* (Oxford University Press, 2011), has argued that universities would be better off with fewer administrators, people he calls "deanlets."

The three-to-one ratio "makes a lot of sense," Mr. Ginsberg said, because it would shift the staff balance in universities. "If an administrator disappeared, no one would notice for a year or two," he said. "They would assume they were all on retreat, whereas a missing professor is noticed right away."

Richard Vedder, director of the Center for College Affordability and Productivity and a professor of economics at Ohio University, said shifting the balance back toward faculty is key to keeping

universities' missions focused on teaching, as opposed to becoming too focused on other activities, like business development or sustainability efforts.

"We need to get back to basics," said Mr. Vedder. The basics are "teaching and research," he said, "and we need to incentivize leaders of the universities to get rid of anything that's outside of that."

While the data available for the study go only through 2008, Mr. Vedder said he hadn't seen any evidence that patterns have changed much since then. In the wake of the recession, universities dealing with cuts in state aid have not made significant reductions in noninstructional staff, he said.

### **Long Traditions of Complaining**

Some higher-education analysts, however, say no one faculty-to-administrator ratio should be applied across all colleges.

Paul E. Lingenfelter, president of the State Higher Education Officers, sees little merit in any universal ratio because there are so many factors involved in deciding how to staff a university.

"There's a long tradition of faculty members' complaining about administrators and administrators' complaining about faculty members," he said. "The truth is, the right ratio depends a lot on the nature of the institution, what the work is, what work needs to be done."

The ratio, for instance, would tilt differently at a research-driven university that requires more staff to organize research logistics than a teaching-oriented college with a smaller budget.

Others emphasize that some administrators do have their place. As states have reduced money for higher education in recent years, administrators have played a vital role in soliciting money from private donors and other sources, said Gretchen M. Bataille, a former president of the University of North Texas who is now senior vice president for leadership and lifelong learning at the American Council on Education.

"You're looking to supplant funds that have been lost," she said. "If state funding has gone down, you have to figure out how to replace the state funding."

Sometimes that means finding new sources of money. Sometimes it means increasing tuition—something most people agree that no one wants to do if it can be avoided.

Regardless of what exact ratio might make sense, some scholars see value in trying to do a better job of quantifying colleges' costs and in taking a deeper look at higher education's structure.

As Jay P. Greene, head of the department of education reform at the University of Arkansas at Fayetteville, put it, "We study a lot of things rigorously, but we don't often study ourselves rigorously because maybe we'd rather not look."

# THE CHRONICLE

of Higher Education

• Tuesday, January 8, 2013

## How Many Administrators Are Too Many?



*Daniel Johnson for The Chronicle*

Alan Cerveny is dean of academic services at the U. of Nebraska at Lincoln, where the number of faculty administrators has declined.

*By Jenny Rogers*

For years, faculty members have pointed to the sluggish growth in the number of tenured professors and complained that university payrolls are filled with too many administrators. This, they maintain, adds unnecessary costs and takes the focus away from teaching and learning.

But whether such "administrative bloat" is really occurring and how much it matters on campuses are complex questions to answer.

To examine the issue, *The Chronicle* obtained detailed payroll information from the University of Nebraska at Lincoln for the past decade. The data help resolve the questions but pose more: Who really counts as an administrator? Are the jobs of librarians and student advisers academic at their

core, or do they do more to fulfill technological or service-oriented functions? And just how many scientific illustrators, sewing technicians, and meat cutters does a university need?

The debate about counting faculty and administrative staff often takes an "us versus them" tenor, and in the conversation important nuance may be lost. Much of the growth has been in jobs that are not new layers of managers and administrators but rather in positions that provide a growing array of services to students, support research functions, and respond to changing technological needs.

The way that work has evolved on Nebraska's flagship campus, for example, has led to rapid growth in information-technology jobs and research staff, an increase in positions in sports and recreation and in campus security, and downsizing in the library.

Among Nebraska's 6,119 current employees, 29.3 percent are in faculty positions and 70.7 percent fill other kinds of jobs, working as administrators or staff members largely outside of the classroom. Those proportions haven't shifted much over the past decade.

The number of people working in administrative faculty positions, such as department heads, chairs, and deans, has actually declined, by 5 percent, from 2001 to 2012, a trend suggesting that concerns about bloat in administration might be overblown.

During the same period, the ranks of tenure-track faculty, not including administrative faculty, grew by less than 0.2 percent, while the number of faculty members working off the tenure track increased by 26.4 percent, a trajectory that gives empirical backing to the concerns of professors who say faculty influence on key university decisions is weakening. When administrative faculty are included, the growth in tenure-track faculty becomes a decline of 0.3 percent.

In recent years, the debate over administrative bloat has taken on more weight as public scrutiny of higher-education costs has intensified. Concerns about universities paying the salaries of too many administrators have been fueled by worries about the increases in college and state budget cuts, which have forced the downsizing of academic programs.

### **Symbolic Debate**

In some ways, though, the conversation about what would make for the best administrator-to-faculty ratio is as much a symbolic debate as a budgetary one. As the number of administrators increases, and the proportion of faculty working off the tenure track grows, some worry that faculty are becoming marginalized.

"There was a time when the university was its faculty," says Jane Wellman, executive director of the National Association of System Heads. "A lot of universities really kind of talk about themselves that way. That's your biggest asset, your brand, that's who you are: your faculty."

No one disputes the importance of the faculty. But, Ms. Wellman says, the increasing number of nonfaculty members at universities may be a new reality, one that incites those professors and researchers who feel that a university should be guided more by the people who are directly involved in teaching than by those who are supervising or supporting the instructors.

At Nebraska, the number of jobs that directly involve teaching has increased faster over the past decade than the number of positions that do not directly involve the classroom. But, amid budget reductions that have led to program cuts in recent years, the sheer size of the nonteaching ranks still troubles some professors.

"There's a lot more people sitting in a lot more desks," says Michael W. Hoffman, a professor of electrical engineering. If a university is an organism, he says, the students are the lifeblood, the administrators a disease, and the faculty the immune system. "While it's a joke," he adds of his metaphor, "there is perhaps more than a kernel of truth in that."

In 2011, Nebraska eliminated three academic programs—a graduate degree in classics, an undergraduate program in industrial engineering, and the elementary and secondary art education program—to absorb budget cuts. At the time, Christopher Marks, an associate professor of organ studies, found himself and his program on the chopping block, too.

Eventually an academic-planning committee recommended that the organ stay at the university, and Mr. Marks with it. "The message is what you're teaching isn't valuable anymore," he says of the cuts. "That's horrible for morale."

Now with tenure, he feels more secure at the university, but the increasing number of nontenure faculty worries him. "I understand the economics behind it," he said, "but I think it's too bad that economics are driving all of the decisions."

The university added a new category of faculty job in 2007, the professor of practice, a contract position designed for people who wanted to focus on teaching rather than research. This year there are 80 such professors. But administrators now want to increase the number of tenure-track professors, by as much as 20 percent by 2017, says Ellen Weissinger, senior vice chancellor for

academic affairs. She wants to see tenure-track professors increase in number and in percentage of all faculty.

Even when academic programs aren't in danger of elimination, "administrative bloat" can be an issue, says Jonathan Robe, a research associate at the Center for College Affordability and Productivity. "It takes away resources from the research, teaching, and public-service mission of the university and diverts them to other areas of spending that don't have a direct relation to those core missions," he says.

Ms. Wellman, though, says the cost of adding administrators is simply not significant enough in universities' overall budgets to be the cause of increasing tuition or higher-education costs. At the University of Minnesota, for example, the cost of administrative oversight accounts for 9 percent of expenditures.

### **Different Conclusions**

The Platte Institute for Economic Research, a think tank in Nebraska, commissioned Richard Vedder, director of the Center for College Affordability and Productivity, and two of his colleagues, including Mr. Robe, to analyze staff trends and the value of the University of Nebraska system for students. The institute's report, released in May, criticized the system for having high administrator-to-faculty rates compared with national averages and for having low four-year graduation rates compared with peer institutions.

The study found that American universities have an average of 17.34 full-time-equivalent staff but only 6.21 full-time-equivalent faculty per 100 full-time-equivalent students. The Nebraska system has 20.34 full-time-equivalent staff and 7.07 full-time-equivalent faculty per 100 full-time-equivalent students. The report concluded that, with a relatively large staff and a relatively low graduation rate, the university system was not providing a good value for students.

Mr. Vedder says he joked at the time of the report's release that if he stretched all the system's excess administrators end-to-end, they would extend from the steps of the state Capitol across the Cornhuskers' Memorial Stadium football field. "Everybody laughed," he says. "But no one disagreed with my calculations."

However, James E. McClurg, chairman of the university system's Board of Regents, did object to the study. In July he released a statement noting the 5-percent drop in the number of administrative

employees. The university, he added, had made \$76-million worth of budget cuts since 2000 to try to keep tuition as low as possible.

Nebraska administrators say they hold important roles in facilitating the work of professors and students. They fight the image that "administrator" is a bad word, and take pains to point out the ways in which administrators are professors and scholars, too.

"There's a conception among some that administrators aren't doing anything," says Harvey Perlman, Nebraska's chancellor. "The problem is if it's work that has to be done, then somebody's going to do it." That could mean anything from taking out the trash to making sure the university complies with research regulations. If administrators aren't there to do it, Mr. Perlman says, the burden of the work falls on the faculty.

The details of how employees are counted and categorized can make a big difference in how wide the faculty-administrator divide appears.

It's difficult to come up with a universal answer to the question of what exactly an administrator is. Some observers consider only top-level administrators, such as chancellors and vice chancellors. Some count all supervisory roles as administrative jobs. Others categorize all nonclassroom personnel as administrative staff.

The wide array of jobs in the non-faculty category, and the many reasons for growth in different positions, also complicate calculations about whether the rise in employment outside of the classroom signals something good, bad, or otherwise about the direction of the higher-education workplace.

At Nebraska, nonfaculty jobs include computer programmers, instrument makers, and mail carriers. Over the past decade, the number of jobs with "director" in their titles has been cut in half, to 34. Meanwhile, research staff doubled, technology jobs grew by nearly 80 percent, and student-life positions increased by 53 percent.

The university's research staff has expanded as its research expenditures grew, from \$136-million in 2000 to \$232-million in 2011. As compliance regulations have grown, so has the staff, along with the numbers of postdoctoral research associates, research/agricultural associates, and nontenured research faculty.



On the Lincoln campus, as elsewhere, technology experts are now needed in numerous departments. Enrollment offices have added digital-recruitment tactics, libraries have added software systems to track books, and researchers are doing more technology-intensive computational work.

Student services, meanwhile, have grown as the university has hired more advisers and career counselors. Where there were once 16 advisers, in 2001, there are now 31. They're joined by dentists, mental-health practitioners, and sports-and-recreation specialists, all hired to respond to students' changing demands, says Juan Franco, vice chancellor for student affairs.

"If we focus on some other basic needs, like housing, dining," Mr. Franco says, "if we do that—and I think we're doing a good job—then they can focus on their academic subjects much easier."

### **Monitoring Bloat**

In an increasingly complex university, critics of evaluating the campus workplace through calculations of faculty-to-administrator ratios say, the "us versus them" nature of the debate doesn't account for the diversity of campus roles or the individual missions and environments of different universities. The employee roster for Minnesota, for instance, includes one captain and two chief mates for a university research vessel on Lake Superior.

The one aspect of the debate that most agree on is that administrative growth should be monitored. If universities were more transparent about their staff data, the debate could be more informed and constructive, says Mr. Robe, one of the authors of Mr. Vedder's Nebraska study.

Minnesota is one institution that wants to better track its own campus work force as it looks for ways to become more efficient. After Eric W. Kaler became the university's president, in 2011, he urged staff to put a high priority on analyzing hiring data by job title, and to set spending and staff size benchmarks against which to measure the university subsequent performance. The goal, says Lincoln A. Kallsen, director of financial research, is to use the analysis in the budgeting process.

Over the past 13 years, data from Minnesota show significant increases in technology, research, communications, and student-services staff, similar to the trends at Nebraska. The number of directors, which peaked in 2008 at 988 positions, has declined in recent years, to 969 in 2012. That number is still higher than in 1999, when there were 529 directors.

Taking a closer look at who the university is hiring will help keep tuition increases under control and may help reallocate some money from jobs that are focused on administrative oversight to those

centered on teaching and research, says Mr. Kaler. Showing and increasing the university's efficiency, he says, also could help the institution's case before state lawmakers.

To help the analysis, Mr. Kallsen and a cross-departmental team are looking at making job titles more descriptive. A "coordinator" might in the future be a "coordinator of" something specific, he says, answering more clearly the question, "What do administrators actually do?"

When administrations begin analyzing themselves, they bring agendas to the table, some observers say. Mr. Kallsen's team decided from the beginning that they would let the numbers speak for themselves, without reclassifying or ignoring any data. They wanted their analysis to be truly objective and, in a way, as pure an academic undertaking as possible.

"Just because it's complex," he says, "doesn't mean you shouldn't try to understand it and explain it."

### How Jobs at Nebraska's Flagship Campus Have Changed Since 2001

Among the 6,119 current employees at the University of Nebraska at Lincoln, close to 30 percent are in faculty positions and just over 70 percent fill other kinds of jobs, working as administrators or staff members largely outside of the classroom. Those proportions haven't shifted much over the past decade, but some categories of jobs are growing much faster than others. Communications jobs and the ranks of professors of practice -- contract positions off the tenure track -- are among those rising the quickest. Administration and business positions have declined, meanwhile, and the number of faculty on the tenure track has increased only slightly.

Faculty

Nonfaculty

Tenured/tenure-track

Administration and business

Professor of practice ranks

Communications

Administrative faculty

Technology

Other nontenured faculty

Student life

Research faculty

Facilities and property

Research and other education

Click categories above to show/hide

Source: U. of Nebraska at Lincoln

# THE CHRONICLE

of Higher Education

## Students

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January 23, 2013

### **Report Calls for Renewed Focus on Raising College-Completion Rates**

*By Katherine Mangan*

Improving college-completion rates is "an economic and moral imperative," a national higher-education commission said on Wednesday in an [open letter](#) to college and university leaders.

The letter, which takes the form of a report subtitled "College Completion Must Be Our Priority," summarizes a yearlong effort by the National Commission on Higher Education Attainment to identify innovative repairs for colleges' leaky pipelines.

The 18-member commission, including presidents from every college sector, was assembled in 2011 by the American Council on Education and five other national higher-education associations. The mandate came from President Obama, who has challenged the nation to have the world's highest proportion of people with college credentials by 2020.

As millions of low-skill, well-paying manufacturing jobs have been automated or outsourced, a growing number of positions require at least some postsecondary education, the report notes. College graduates are also more likely to land jobs with health insurance and retirement plans, are less likely to divorce, and are more likely to be tolerant and civically engaged, it adds.

But while a record number of students now attend college, too few of them graduate, and that's where colleges should be focusing more attention, the report notes.

First-generation, working, and part-time students far outnumber the 18- to 21-year-old residential students who used to be considered traditional, and the disparity is growing rapidly, the commission points out. They need flexible schedules, more financial help, and an efficient remediation system that doesn't discourage them so much that they drop out, it says.

"For all students, traditional or not," the report says, "offering access without a commitment to help students complete their degrees is a hollow promise."

**'Unsatisfactory and Stagnating'**

The commission cautions colleges to reject two easy ways to increase their graduation rates: admitting only better-prepared students, which would limit access, and making it easier for students to pass, which would lower academic standards.

The commission's chairman, E. Gordon Gee, president of Ohio State University, said in a call with reporters on Wednesday that colleges should work closely with elementary and secondary schools and provide remediation for those who need it. But he added that "we can't be the Red Cross for public schools—we can't solve their problems."

After a year of hearings and deliberations, the group came to two main conclusions:

"First, we were dismayed that a country so rightfully proud of pioneering mass higher education through groundbreaking measures like the Morrill Land Grant Act, the GI Bill, and the Higher Education Act now faces unsatisfactory and stagnating college-completion rates," the report says. But it adds that the panel was encouraged by the innovative solutions some campuses have devised.

Bunker Hill Community College, for instance, provides a flexible schedule for working adults while making efficient use of its crowded campuses by offering classes at midnight.

Quinnipiac University appointed an associate vice president for retention and completion to make sure that such efforts got the attention they deserved.

**Bottleneck Courses**

The colleges that have made the most progress start by looking closely at how many students they are graduating or helping transfer to another college, and then set specific goals for improvement, the commission says.

The University of Texas at Austin is a good example, the authors say, of an institution that identified barriers to completion and set out to knock them down. The university created an online tool to help students and their advisers chart progress toward a degree, get struggling students back on track, and identify bottleneck courses that students need to take but that lack the space for them.

Streamlining and accelerating remedial classes has also helped keep students enrolled, the group notes. California State University is trying to whittle down the numbers of students needing remediation by working with state education agencies to assess students' college

readiness in their junior year of high school so they have another year to brush up their skills before they enter college.

Other successful efforts include using outside assessments to measure learning acquired outside the traditional classroom.

Among the challenges colleges face in providing academic support are a 25-percent drop, in real terms, in state support for higher education since 2008, the report notes.

The federal government's yardstick for measuring college completion, which treats transfer students as dropouts and doesn't count part-time students at all, also needs to be updated, the report says. The six associations are developing an alternative methodology for calculating completion rates that will follow full-time students wherever they're enrolled. They hope to expand it eventually to include part-time students.

Responsibility for improving completion rates also falls squarely in the laps of students, "who must show up for class, do the required work, and demonstrate mastery," the report notes. "Higher education demands active and engaged participation by those who enroll."

The Association of Public and Land-Grant Universities praised the commission's recommendations, which it said were in line with an effort it is co-sponsoring to increase bachelor's degrees at nearly 500 four-year colleges by 3.8 million over the next 13 years.

## Denver Business Journal: CSU finds the real thing via partnership with Coke

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Kathleen Lavine | Business Journal

From left: CSU students Austin Leffel, Brandon Tejera and Erin Richards, Coca-Cola's Matt Wilson, Mary Ann Soto, Janna Rose, Eric Berlinberg, Torin Newman and Mike Bonham.

Colorado State University and Coca-Cola hope their wide-ranging and unique sponsorship arrangement will mean having a Coke and lots of smiles at the Fort Collins school.

Coke aims to achieve a big goal at its facility, at 3825 York St. in Denver, making it water-neutral with the help of CSU students and faculty.

The soft drink company also seeks to identify and eventually hire CSU students to grow into management roles.

Some of Coke's sponsorship money passes through the business school to the year-old Beverage Business Institute (BBI), and CSU wants that to give a big boost to the BBI's mission to train professionals and entrepreneurs who seek to advance their careers.

Neither CSU nor Coca-Cola would disclose the terms of the sponsorship contract, which has a number of moving parts. But the water-neutral effort may be the biggest one of all.

"Water is a big topic in Colorado," said Matt Wilson, market unit vice president, Mountain States for Coca-Cola. He's based at the York Street facility, where the company manufactures and bottles products such as Coca-Cola, Dasani Water and sparkling soft drinks, and houses a warehouse and sales office.

"It's a serious conversation," Wilson said. "And it's a serious conversation for Coca-Cola as we do business in the United States and worldwide. Water management, water neutrality — 99 percent of our product is made out of water; it's important for us to use good water standards.

"It's fitting that CSU, being a land-grant university, their first professors and scientists were around water. They tried to help farmers and people in the West in how to better manage water and grow their crops.

"As a responsible corporate citizen ... we want to make sure that our priorities match the priorities of a community and we help grow a healthy community."

Maria Chereghino, public affairs communications manager, Mountain States, for Coca-Cola, said, "If we want to grow our business, we need to make sure that water is sustainable in the future. Faculty and students are coming down and looking at all aspects of the facility."

Coke also runs a University Talent Program with CSU and other colleges. “It’s meant to train the next group of managers that are coming into the Coca-Cola system,” Wilson said. “They get a chance to shadow some of our managers throughout the company here in Denver.” They spend time with sales leaders, the plant manager, and in the warehouse and distribution portions, “to really understand the full scope of what it means to be in the Coca-Cola Co.”

CSU has 18 students — distributors, brewers, craft-brewery specialists — enrolled in the not-for-credit BBI curriculum, centered around beer and soft drinks. Some are “people in lower levels of management or first-line management who want to get some business knowledge in order to improve their position,” said Jim Francis, the professor who runs the BBI.

“They’re exposed to the marketing, sales management and branding, and we have three classes in supply-chain management.”

The BBI also offers information technology classes, and Francis plans leadership classes as well.

Beyond classes, the BBI takes the students to breweries, distributors and a Wal-Mart distribution center “because of their inventory-management and automated picking system,” Francis said.

The BBI receives no funding from CSU. Coke is one of the BBI’s six founding donors; the others are New Belgium Brewery, Odell Brewery, High Country Beverage, American Eagle, Tamarron Consulting and Stolle Machinery.

Other aspects of the sponsorship include:

- Coke is providing scholarships for students in water stewardship and conservation. The company also committed \$1 million for 10 years to support a new Water Scholars Program, benefiting undergraduate students at four universities in China.
- Coke is helping CSU to work with Chinese universities that share its academic and research interests, and to create faculty and student exchanges between the schools. Students from two Chinese universities are on campus this academic year, and that’s expected to double to four universities next year.

“We’re trying to build the next generation of water scholars and leaders to help address society’s water problems,” Wilson said.

- Sponsorship money also will support scholarships and programming for the Division of Student Affairs, the alumni association and CSU athletics.
- Coke provides two summer internships to CSU students.

“We’re looking to be able to better connect with CSU students, the best and brightest on campus, because we want to have those folks come work for us,” Chereghino said.