

BOARD OF GOVERNORS
June 19-21, 2013
CSU Pingree Park Campus

WEDNESDAY, June 19

Board of Governors Dinner (*Hotchkiss Conference Center*) **6:00 p.m.**

THURSDAY, June 20

Board of Governors Breakfast (*Dining Hall*) **7:30 a.m. – 8:15 a.m.**

BOARD OF GOVERNORS MEETING (*Hotchkiss Conference Center*)

COMMENCE MEETING - CALL TO ORDER **8:30 a.m. – 9:30 a.m.**

1. PUBLIC COMMENT (*5 min.*) 8:30 a.m. – 8:35 a.m.

2. EXECUTIVE SESSION (*30 min.*) 8:35 a.m. – 9:05 a.m.

3. ACTION ITEMS (*20 min.*) 9:05 a.m. – 9:25 a.m.

- New Degree Program: Plan C Master in Computer Information Systems, CSU-Fort Collins – Presented by CSUS Chief Academic Officer Rick Miranda (*5 min.*)
- Tuition Schedule and Parking Fees - Presented by President Lesley Di Mare (*15 min.*)

4. CONSENT AGENDA (*5 min.*) 9:25 a.m. – 9:30 a.m.

CSU System

- Approval of Fiscal Year 2013-14 and Fiscal Year 2014-15 Board Meeting Calendars
- Approval of Fiscal Year 2013-14 Committee Assignments
- Minutes of the May 2, 2013 Board of Governors Meeting
- Minutes of the May 2, 2013 Evaluation Committee Meeting
- Minutes of the May 2, 2013 Academic and Student Affairs Committee Meeting
- Minutes of the May 2, 2013 Audit and Finance Committee Meeting
- Minutes of the May 2, 2013 Real Estate/Facilities Committee Meeting
- Minutes of the May 3, 2013 Board of Governors Meeting

CSU-Pueblo

- Approval of Addition of Vice President of Student Services and Enrollment Management

5. ADJOURNMENT OF BOARD MEETING

BOARD OF GOVERNORS RETREAT (*Hotchkiss Conference Center*) **9:30 a.m. – 4:30 p.m.**

1. SETTING THE STAGE—Dorothy Horrell, Chair (*15 min.*) 9:30 a.m. – 9:45 a.m.

2. CAMPUS AND SYSTEM ASPIRATIONS

- **CSU System** – Presented Chancellor Michael Martin (*1 hr.*) 9:45 a.m. – 10:45 a.m.

Break 10:45 a.m. – 11:00 a.m.

- **CSU-Global Campus** - Presented by President Becky Takeda-Tinker (*1 hr.*) 11:00 a.m. – 12:00 p.m.

Lunch 12:00 p.m. – 1:00 p.m.

Colorado State University System
Board of Governors Meeting Agenda
June 19-21, 2013

- **CSU-Pueblo** - Presented by President Lesley Di Mare (*1 hr.*) 1:00 p.m. – 2:00 p.m.
- **CSU-Fort Collins** – Presented by President Tony Frank (*2 hr. 30 min.*) 2:00 p.m. – 4:30 p.m.

Board of Governors Reception and Dinner (*Hotchkiss Conference Center*) **6:00 reception/7:00 p.m. dinner**

FRIDAY, June 21

Board of Governors Breakfast (*Dining Hall*) **7:30 a.m. – 8:15 a.m.**

BOARD OF GOVERNORS RETREAT RECONVENED (*Hotchkiss Conference Center*) **8:30 a.m. – 12:00 p.m.**

- **Board Governance Discussion**

ADJOURNMENT **12:00 p.m.**

Lunch **12:00 p.m. – 1:00 p.m.**

Next Board of Governors Board Meeting: August 1-2, 2013 CSU-Pueblo

Appendix

- Board Correspondence
- Higher Education Readings

BOARD OF GOVERNORS
June 19-21, 2013
CSU Pingree Park Campus

THURSDAY, June 20

BOARD OF GOVERNORS MEETING (*Hotchkiss Conference Center*)

COMMENCE MEETING - CALL TO ORDER

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CSU-Pueblo

- Approval of Addition of Vice President of Student Services and Enrollment Management

5. ADJOURNMENT OF BOARD MEETING

Section

1

Public Comment

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Section

2

Executive Session

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Section

3

Action Items

- Approval of New Degree Program: Plan C Master in Computer Information Systems - CSU-Fort Collins
- Approval of 2013-14 Tuition Schedule and Parking Fees – CSU-Pueblo

MATTERS FOR ACTION:

New Degree Program: Plan C Master in Computer Information Systems – College of Business

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the request from the College of Business, to establish a new Plan C Master in Computer Information Systems. If approved, this degree program will be effective Fall Session 2013.

EXPLANATION:

Presented by Tony Frank, President.

The curricular structure of the Plan C is more appropriate to the needs of the current students than the existing Plan B. The student in the graduate program has morphed over the decade to one who demands more than technical content. Today's student demands an education in computer information systems applied to the business environment.

Employers tell the department that students they hire must have not only the technological skill sets and knowledge base but also their prospective employees must be able to step into a position and apply their academic experience to the business environment immediately. This is one more point that gives credence to the change from an academic based curriculum (Plan B) to a professional-based curriculum (plan C). As with the current program, the Plan C is based on the demographics that are heavily non-traditional students seeking academic advancement to support or advance their profession credentials

NEW COURSE PROGRAM PLANNING PHASE ONE
Master of Computer Information Systems - Plan C
Proposed Introduction: Fall 2013

I. Brief Overview of Proposed Program

- a. **Name of Major/Program:** Master of Computer Information Systems
The name proposed allows the program to maintain the value, quality and recognition of its branding that has identified its program over the last 42 years. The name also reflect the name of the Department.
- b. **Degree Type:** Plan C
- c. **Department/School:** Computer Information Systems
- d. **College:** Business
- e. **Expected total number of students enrolled in program (five years post-implementation):**
The new program will replace the currently offered MSBA-CIS (Plan A/Plan B) with its first graduate classes offered in 1971; currently there are about 120 students enrolled in the MSBA-CISZ-MS program (resident program) and ~140 as of spring 2013 in the MSBA-CIDZ-MS (online program).

The resident program for the Master in Computer Information Systems is expected to remain at the current student level of about 120 because of the classroom constraints; however, the online program of the Master in Computer Information Systems is expected to grow at the approximate rate of 15% per academic year.

Projected Enrollments

	MSBA-CISZ-MS Resident Program	MSBA-CIDZ-MS Online Program
13-14 AY	~120	161 Δ 15%↑
14-15 AY	~120	185 Δ 15%↑
15-16 AY	~120	213 Δ 15%↑
16-17 AY	~120	245 Δ 15%↑
17-18 AY	~120	282 Δ 15%↑

- f. **Summary of Program and Rationale:** Provide a summary of the proposed program, including a description of the academic area and a rationale for offering this program at the present time.

The academic area for the Master of Computer Information Systems includes content study and business application of client/server modeling of computing, systems analysis, design, development and implementation of techniques, integration of processes and technology in support of enterprises and the organization and management of an information technology project.

The curricular structure of the Plan C is more appropriate to the needs of the current students than the existing Plan B. The student in the graduate program has morphed over the decades to one who demands more than technical content. Today's student demands an education in computer information systems applied to the business environment.

Employers tell the department that student they hire must have not only the technological skill sets and knowledge base but also ones who can step into a position and apply their academic experience to the business environment immediately. This is one more point that gives credence to the change from an academic based curriculum (Plan B) to a professional-based curriculum (Plan C). As with the current program, the Plan C is based on the demographics that are heavily non-traditional students seeking academic advancement to support or advance their professional credentials.

The rationale for the new program is to offer a master's degree that more closely addresses the demand of the student market place; not just based on recent evidence but from evidence collected over nearly two decades. These students demand the application to the business environment within their technology classes. These students are not full-time campus-based students but professionals returning to the academic environment to add value to their professional credentials. The student in this graduate program averages 2.2 classes per semester.

The Plan B project or thesis served the Department's graduate program well when the student in the program had little or no experience continuing their graduate study after completing their undergraduate degrees. As the field of CIS broadens, a student's coursework must reflect a more broad approach, as well.

The project or paper requirement does not provide a unifying experience as originally intended. Students use projects obtained at their workplace and these were quite specific and no longer met our original intent. The current Plan B no longer requires this professional paper but uses the professional project or paper plus three other class options to enhance the depth and breadth of the program.

- The project gave the non-experienced student a portfolio of the skill-set and knowledge learned in the program and functioned as a window into what they could accomplish for an employer.
- The thesis provided an academic research foundation for the few students who wished to continue to a PhD program. Over the last 15 years, there have been no more than 5 students who have continued on to a PhD program, it has been nearly 7 years since a student pursued this path.

The typical student today comes to the program with greater than 5 years of full-time professional experience with more than half being seasoned technology professionals returning to school to update their skill sets and technical knowledge.

The Advisory Council for the CIS Department consists of 19 members of the technology industry and include some of the industry's most important companies, for example:

Accenture	Century Link	Ernest & Young, LLP
Forrester Research, Inc	Hewlett Packard	Harris Corporation
Hitachi Consulting	JBS USA	Johns Manville
Microsoft Corporation	Oracle	TIBCO Software, Inc

The Advisory Council meets annually with faculty to review the curricular offerings and to discuss what the industry demands from those hired. Over the last two years the following direction has been provided by the council:

- More coursework in programming and its business applications
- More coursework in business intelligence, security, and data mining
- These companies tell us they want new employees to step into a business environment prepared to manage technically skilled employees as well as to oversee and management the systems and networks.
- New hires must be able to step into an environment and be prepared for a wide scope of responsibility not narrow areas of interest.

The Plan C format addresses these industry needs more effectively than the Plan B curriculum with a focused approach through the project or paper. Additionally, the Plan C will include a seminar series to keep students abreast of emerging trends in the industry as well as allow them and the professors to explore in depth unique area of CIS.

The CIS Department prepares students for careers in or advancement in the following areas (a sampling). The need for the business application of technology skills is evident and supports the proposal for greater course work over many specialties within CIS.

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|---------------------------------|--------------------------------|
| Application Development Manager | Information Technology Manager |
| Communications Manager | Internet Technology Strategist |
| Computer Operations Manager | MIS Manager |
| Database Manager | Project Manager |
| Database Administrator | Systems Consultant |
| Information Security Manager | Systems Analyst |

Composite demographics of the MSBA-CIS student over the last four years.

	On-Campus MSBA-CIS	Online MSBA-CIS
Average age at admission	30 years	35 years
Gender	Male 64%/Female 36%	Male 80%/Female 20%
Citizenship	88% US	94% US
Average years of professional experience	7.7 years	10.92 years
Average years of management experience	5 years	5.36 years

II. **Fit with CSU Role and Mission and University’s Most Current Strategic Plan**

The introduction of the Master in Computer Information Systems demonstrates the College of Business’ attention to the demands of the student market place; this program offered as a resident program and an online program addresses the demand for skill-set retooling of individuals in the information systems/information technology industries as well as those who recognize this growth field for greater advancement than in their current fields of work. Nearly 50% of all our incoming students to the current program are non-technical professionals seeking a new career field however; most have had significant backgrounds in project management.

a. **What are the objectives of the program:**

The Master of Computer Information Systems prepares students to participate in the information technology function and information technology project management regardless of their background.

The objectives for the Master of Computer Information Systems include:

- Understand and apply the client/server model of computing;
- Understand and apply systems analysis, design, development and implementation techniques;
- Integrate processes and technology in support of the enterprise;
- Organize and manage an information technology project;
- Create an environment that produces a high level of satisfaction among stakeholders including students, faculty, administration, alumni, and employers.

b. How does the proposed program support the University established – role and mission as stated in state statute?

State of Colorado Statute 23-31-101: *“There is hereby established a university at Fort Collins to be known as Colorado state university. Colorado state university shall be a comprehensive graduate research university with selective admission standards offering a comprehensive array of baccalaureate, master's, and doctoral degree programs. Consistent with the tradition of land grant universities, Colorado state university has exclusive authority to offer graduate and undergraduate programs in agriculture, forestry, natural resources, and veterinary medicine. The Colorado commission on higher education, in consultation with the board of governors of the Colorado state university system, shall designate those graduate level programs that are the primary responsibility of Colorado state university. Colorado state university has the responsibility to provide on a statewide basis, utilizing when possible and appropriate the faculty and facilities of other educational institutions, those graduate level programs. The commission shall include in its funding recommendations a level of general fund support for these programs.”*

c. How does the proposed program support the mission of the University?

“The Colorado State University System is committed to excellence, setting the standard for public higher education in teaching, research and service for the benefit of the citizens of Colorado, the United States and the world.”

The proposed MCIS program supports the mission of the University through its primary focus of offering excellent academic opportunities to both graduate and undergraduate students. As one of the first CIS programs in the US, the program is ranked as a top-ten program by five multi-national corporations. The CIS program is designed to provide professional development for students interested in a career in information technology. Further, the primary marketplace for recruitment remains the State of Colorado and its large presence of IT and IS organizations as well as establishing referral systems with our sister institutions that are accredited 4-year institutions only or that have no masters in CIS. The online MCIS will reach throughout the US and to international students.

The professors in the Department of Computer Information Systems work to be balanced scholars and will, from time to time, incorporate graduate CIS students to work with them on research projects enriching the students' experience while fostering high quality research on the part of faculty.

d. **How does the proposed program support the most current University Strategic Plan of the institution?**

The MCIS with its foundation steeped in the 50-year history of the CIS program, in general, and the previous master's program that began in 1971, specifically meets the University's Strategic Plan for the institution.

Strategic Planning Area 1: Teaching and Learning.

Strategic Planning Area 5: Diversity

The learning goals and outcomes for this new program are the same as the previous MSBA-CIS degree. These learning goals and outcomes have stood the test of scrutiny by the Association to Advance Collegiate Schools of Business (AACSB) as well as the University's academic evaluation committee (last evaluated in spring 2012). An Assurance of Learning standard has been established within the College of Business for all its academic programs; this new program will be evaluated under these same standards. The Department of Computer Information Systems has a curriculum committee made up of three professors as well as a Graduate Programs Committee at the College level; these two bodies evaluate and make recommendations on proposed curricula, evaluation of student understanding and the stated outcomes to assure all coursework fits within the academic rigor standard of the College and the University.

Particularly in the online MCIS, the program attracts students from many countries exposing all the graduate student body to diverse cultural experiences and allows students to work closely together in virtual teams preparing them for the current changes in the workplace and the need for understanding of other business cultures and environments. Here on campus, the MCIS will benefit from the previous increase in students admitted from mostly the Middle East and Far Eastern countries of the world. Additionally, with the program's focus on veterans, active-duty military and government workers, the increase in under-represented populations in the US is seeing an increase. These populations are a particular recruiting focus to attract more women as well as underserved markets into this technical world.

Strategic Planning Area 2: Research and Discovery.

The MCIS plans to offer graduate assistantships to the top qualified admittants to the program which will continue to provide the faculty in the CIS Department with bright minds and innovative thinkers to work with faculty in their research areas. The graduate students also allow more faculty to engage in collegial partnerships with industry which broadens CSU's exposure and reinforcement of the quality of education and research found in the department.

Strategic Planning Area 3: Outreach and Engagement.

Within the MCIS program, there are many opportunities for outreach and engagement with industry and government entities. The program, my nature, has components required by those professionals in the information systems/information technology industries and throughout government organizations. These are individuals who must continually retool their technology skills or must learn new technology to remain competitive. These offerings throughout industry and government allow the University, College and Department to remain in a position of recognition. Additionally, this degree or the

individual classes allow for reconnection with alumni not only from the College of Business but also the Colleges of Engineering and Natural Sciences (Computer Science and Construction Management).

Strategic Planning Area 4: Resources and Support

While the MCIS is an RI program, the online MCIS falls under the enterprise account run through OnlinePlus and supports the fiscal stability of the overall program. The MCIS program is expected to generate approximately the following funds over the next five academic years. The average MCIS student is expected to take approximately 2 classes each semester with each course being 3 credits. The online MCIS will not only cover its own operating and overhead expenses but will contribute to support the improvement and expansion of the RI program.

e. H o w	MSBA-CISZ-MS Resident Program	MSBA-CIDZ-MS Online Program
		#students x #classes x #credits per class x tuition per credit*
13-14 AY	~120	161 x 2.2 x 3 x \$695 = \$ 738,507.00
d14-15 AY	~120	185 x 2.2 x 3 x \$695 = \$ 848,595.00
o15-16 AY	~120	213 x 2.2 x 3 x \$695 = \$ 977,031.00
e16-17 AY	~120	245 x 2.2 x 3 x \$695 = \$1,123,815.00
s17-18 AY	~120	282 x 2.2 x 3 x \$695 = \$1,293,534.00

*12-13 AY per credit tuition used as an estimator

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he program contribute to attaining long-term goals and directions of the institution and department/unit?

The MCIS like the other graduate programs of the College of Business is an integral part of the long-term goals of the College and the University. This new program directly replaces the MSBA-CIS that contributed to these goals since 1971.

f. How does the proposed plan meet the needs of Colorado and enhance state’s capacity to respond effectively to social, economic, and environmental challenges and opportunities?

The new program meets the needs of Colorado and its capacity to respond effectively to the economic and social challenges and opportunities by providing employers with well trained and educated personnel to meet their needs in technological growth. Additionally, this new program is an excellent option for existing IS/IT personnel to fine-tune their skills to be more productive and efficient in their work challenges. Additionally, this new program offers individuals without IS/IT backgrounds the opportunity to transition from careers in less demand to a career of greater demand thereby positively impacting their employability and earning power.

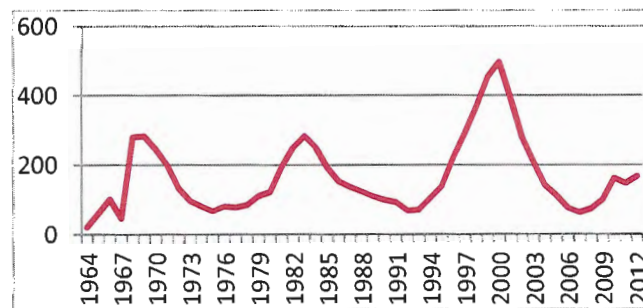
III. Evidence of Need for the Program

Since the foundation of this course of study in the early 1960’s the curriculum has ebbed and flowed in concert with industry demand for students with information systems knowledge, skill sets and application experience of course content. The program’s success in this area is evidenced a high percent of students hired at time of graduation and the more than competitive level of their starting salaries. For the past many years, graduates from the CIS program have enjoyed nearly a 100% hiring rate with starting salaries near the top for the University.

A very active advisory council made up of 20+ of the nation's largest technology companies meets with the faculty of the CIS department at least once a year to review the department's curriculum and faculty areas of specialty to offer advice on curricular changes or new areas industry is seeing demand. This advisor council is one important means for the Department to keep their fingers on the pulse of the IS/IT industry.

IV. Evidence of Student Demand

The Master of Computer Information Systems is replacing the current MSBA-CIS that has graduated over 3,000 students since it was founded at both the undergraduate (1964) and the graduate (1971) levels. The enrollments of the program for the undergraduate program over the last 10 years are shown in the graph below. The drop in the IS/IT market is very evident from 1999 to 2007; what is more important is the resurgence in enrollments in 2008 and forward. This rekindled demand at the undergraduate level is also seen in the graduate program and continues to be a source of encouragement to the department.



The new master's program is currently offered as the MSBA-CIS (Plan A/Plan B) with its introduction in 1971; current program enrollment is approximately 120 students in the MSBA-CISZ-MS program (resident program) and 140 in the MSBA-CIDZ-MS as of the end of the 2012-2013 AY (online program). The enrollment over the last six academic years is shown below:

	Campus Enrollment	Change over Previous Period	Online Enrollment	Change over Previous Period
07-08 AY	70			
08-09 AY	74	Δ 6%↑		
09-10 AY	96	Δ 30%↑		
10-11 AY	110	Δ 15%↑	52	
11-12 AY	120	Δ 9%↑	93	Δ 179%↑
12-13 AY	~120	Full enrollment	140 est	Δ 51%↑

The resident program for the Master in Computer Information Systems is expected to top out at about 120-130 enrollments per academic year because of class size restrictions and then technical nature of the curriculum; however, the online program of the Master in Computer Information Systems is expected to grow at the approximate rate of 15% per academic year.

Projected Enrollments

	MSBA-CISZ-MS Resident Program	MSBA-CIDZ-MS Online Program
13-14 AY	~120-130	161 Δ 15%↑
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17-18 AY	~120-130	282 Δ 15%↑

V. Duplication/Similar Programs in the State

As described below there is one other master level degrees in computer information systems in the State of Colorado; there are several graduate degrees in computer science and one in business intelligence (a subset of CIS) throughout the state.

Colorado State University Master of Computer Information Systems
 College of Business/Department of Computer Information Systems

The Master of Computer Information Systems stems directly from the current MSBA-CIS and will replace that degree within Colorado State University.

Current Curriculum – 33 credits

- IT and Project Management
- Enterprise Computing and Systems Integration
- Business Visual Application Development
- Application Software Infrastructure
- Software Development Methodology
- Object Oriented Systems
- IT Communications Infrastructure
- Business Database Systems
- E-Business Application Technologies
- Contemporary Issues in Business-Info Sys
- Professional Project or Professional Paper

Proposed Curriculum – 33 credits

Core Courses

- IT and Project Management
- Enterprise Computing and Systems Integration
- Business Visual Application Development
- Application Software Infrastructure
- Software Development Methodology
- Object Oriented Systems
- IT Communications Infrastructure
- Business Database Systems
- E-Business Application Technologies

Suggested Electives – Choice of Two (Others with Approval)

- Business Intelligence
- Applied Data Mining and Analytics in Business
- Advanced IT Project Management
- Contemporary Issues in Information Technology

College of Natural Sciences/Department of Computer Science

- | | |
|-------------------------------|----------------------------|
| Algorithms | Graph theory |
| Artificial intelligence | High performance computing |
| Bioinformatics | Intelligent agents |
| Computer networking | Languages and compilers |
| Computer vision | Machine learning |
| Fault tolerance | Network security |
| Formal software specification | Neural networks |
| Genetic algorithms | |

MS in Computer Science

- Object-oriented design
- Parallel and distributed systems
- Reconfigurable and embedded systems
- Security and survivability
- Software engineering
- Software metrics
- Software reliability

- **University of Colorado, Denver MS in Information Systems**

College of Business

COMMON BODY OF KNOWLEDGE

Data Analysis for Managers
 Analyzing and Interpreting Acctg Information
 Marketing Management
 Financial Management

SPECIALTY AREAS

Accounting and Information Systems Audit and Control
 Business Intelligence Systems
 eHealth and Healthcare Service Entrepreneurship
 Enterprise Risk Management
 Enterprise Technology Management
 Geographic Information Systems Option
 Health Information Technology
 Technology innovation and Entrepreneurship
 Web and Mobile Computing

- **University of Colorado, Denver MS in Computer Science**
 School of Engineering and Applied Science
 Same course offerings as found at UCCS

- **University of Colorado MS in Computer Science**
 College of Engineering/Electrical, Computer and Energy Engineering Department
 Artificial intelligence, databases, hardware systems, human-centered computing, hypermedia, machine learning, networks, numerical analysis, parallel computation, program analysis, programming languages, scientific computing, security, software engineering, software systems, speech and natural language processing, systems, and theory.

- **University of Colorado, Colorado Springs MS in Computer Science**
 College of Engineering/Department of Computer Science

Compiler Design. Computer Architecture I. Computer Communication. Multimedia Computing and Comm. Adv Internet and Web Systems. Software Reqts Analysis and Spec. Software Design. Methods of Software Sys Engrg. Software Maintenance. Software Project Management. Software Product Assurance. Human-Computer Interfaces. Object-Oriented Software Devt. Software Sys Engin'g Project Lab. Database Systems I. Database Systems II. Operating Systems I. Distributed Systems. Operating Sys Support for Security. Interfaces CS Data Mining. Virtual Reality/Computer-Human IN Technological Transfer, Patents & IP Distributed Networks.	Software Sys Engineering Project Lab Database Systems I Database Systems II Operating Systems I. Distributed Systems. Operating Sys Support for Security. Computer Systems Performance Eval Numerical Computing. Discrete Simulation I. Evolutionary Computation. Design and Analysis of Algorithms. Computational Geometry. Computer Graphics Animation & Scientific Visualization Techniques. Advanced 3-D Games/Digital Content Wearable Computing/Complex Sys. Computer Graphics. Topics in Computer Graphics. Artificial Intelligence. Artificial Intelligence II. Applied Crypto for Secure Comm Games/Media Integr Portfolio Dvt	Computer Sys Performance Eval. Numerical Computing. Compiler Design. Computer Architecture I Computer Communication. Multimedia Computing Advanced Internet and Web Sys Software Reqts Analysis Software Design. Methods of Software Sys Engineering. Software Maintenance. Software Project Management. Software Product Assurance. Human-Computer Interfaces. Object-Oriented Software Devt. Computer Vision. Bioinformatics/Computational Bio Intro to Artificial Neural Netwk Computational Linguistics. Fund'l Computer/Network Secur Advanced Artificial Neural Netwk Advanced System Security Design.
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- **Colorado State University-Pueblo**
 No graduate degree in Computer Information Systems or Computer Science is offered.
- **Colorado Schools of Mines MS in Computer Science**

Department of Applied Science and Mathematics/Department of Electrical Engineering and Computer Science

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|---|--|
| CSCI406 - Design and Analysis of Algorithms | CSCI565 - Distributed Computing Systems |
| CSCI442 - Operating Systems | CSCI568 - Data Mining |
| CSCI561 - Theoretical Fdns of CS | CSCI572 - Computer Networks II |
| CSCI564 - Advanced Computer Architecture | CSCI576 - Wireless Sensor Systems |
| CSCI544 - Advanced Graphics | CSCI580 - Advanced High Performance Comp |
| CSCI547 - Scientific Visualization | CSCI586 - Fault Tolerant Computing |
| CSCI562 - Applied Algorithms and Data Structures | CSCI598 - Readings in Software Engineering |
| CSCI563 - Parallel Comptg for Scientists/ Engineers | |

- **University of Northern Colorado**
 No graduate degrees offered in Computer Information Systems or Computer Science.

- **University of Denver MS in Computer Science**
 School of Engineering and Computer Science

COMP 3361 Operating Systems	ENMT 4000/4010 Space Systems Design I/II
COMP 3381 Software Engineering	Theory (e.g., COMP 3702 Performance Modeling)
COMP 3705 Advanced Software Engineering	Capstone (independent study)
ENMT 4100 Systems Engineering	Computer Science Electives 12 QH
ENMT 4810 Engineering Project Management	

- **University of Denver Master of Business Intelligence**
 College of Business

Essence of Enterprise	21 st Century Professional
Business Intelligence	Data Warehousing
Business Database	Project Management
Business Statistics	Capstone Planning
Predictive Analytics	Decision Processes
Business Metrics	Capstone
Three Electives	

STUDENTS - GRADUATE

VI. **Student Body**

Between the resident CIS program and the online CIS program, student body demographics are not greatly different. The student body spans from the new undergraduate entering graduate school to a seasoned professional either expanding their Information Systems foundation or bridging their experience into a new industry or career track. There is no reason to believe the student body make-up will differ from the current MSBA-CIS program as we convert to the new Master of Computer Information Systems.

	On-Campus	Online
Average age at admission	30 years	35 years
Gender	Male 64%/Female 36%	Male 80%/Female 20%
Citizenship	88% US	94% US
Average years of professional experience	7.7 years	10.92 years
Average years of management experience	5 years	5.36 years

VII. **Admission Requirements**

The Master of Computer Information Systems will abide by the same admission standards set by Graduate School and the College of Business for the degree program this degree is replacing

- 3.0 cumulative GPA from an accredited undergraduate institution
- International students must submit a TOEFL score of 86 or higher or a IELTS score of 6.5 or higher
- GMAT or GRE score required by the College of Business
- Three references and a resume as well as the other supporting documentation customarily required in the admission process in the University.

PROGRAM AND ASSESSMENT

VIII. Course of Study

The curriculum will be quite similar to the existing MSBA-CIS program consisting of nine core classes and a minimum of two elective courses. There are no new courses proposed for this new program.

Core Classes

CIS 600	IT and Project Management Strategic role and management of information technology and software development projects.	3 cr
CIS 601	Enterprise Computing & Systems Integration Integrated extended enterprise planning, and execution systems concepts including ERP, CRM, SCM, MRPII, business process, front/back office systems.	3 cr
CIS 605	Business Visual Application Development Design, construction, and testing of business application systems including leading-edge visual, E-commerce languages and tools.	3 cr
CIS 606	Application Software Infrastructure Design, construction, and testing of business application software infrastructure including hardware, operating software, and communications networks.	3 cr
CIS 610	Software Development Methodology Methods for all phases of software development focusing upon the establishment of economical software that is reliable and cross platform.	3 cr
CIS 611	Object-Oriented Systems Object-oriented and web-based software; object model describing classes; relationships to other objects, attributes, and operations. Prerequisite: CIS610	3 cr
CIS 620	IT Communication Infrastructure Technical aspects of information communications, business considerations; wireless technology, architecture and applications. Prerequisite: CIS606	3 cr
CIS 655	Business Database Systems Database analysis, design, administration; data modeling; data sublanguages; query facilities; distributed database systems. Prerequisite: CIS605	3 cr
CIS 665	E-Business Application Technology Developing E-business (B2B and B2C) through construction and deployment. Prerequisites: CIS605, CIS606, CIS610	3 cr

Elective Course Selections (others permitted with approval)

CIS570	Business Intelligence Business intelligence refers to the harnessing vast data stores to solve problems, enhance decision-making and discover new opportunities. This course will focus on the concepts, techniques and technologies that managers can use to transform, analyze, mine, and view data for the purpose of deriving business value.	3 cr
CIS575	Applied Data Mining and Analytics in Business This course will focus on data mining concepts, methodologies, models, and tools, and its applications to business for optimization, forecasting, detection, prediction, classification, and discovery. Prerequisite: STAT 204	3 cr
CIS670	Advanced Project Management and Preparation for the PMP Exam Provides advanced tools and techniques to strategically execute projects, programs and portfolios. Participants acquire the skills to incorporate advanced risk management, change movement, and performance/control measures in cross-functional projects. Prerequisite: CIS600	3 cr

BUS690C Contemporary Issues in Business - Computer Information Systems The latest trends in business keeping the CIS graduate program on the cutting edge throughout the world. 3 cr

Non-Traditional Learning Modules

The MCIS will be offered RI and online using streaming video and other online learning tools. Using the Non-Traditional Learning format for new course approvals, the following is offered.

Learning and Experience Comparability

1. How will students access other information required for the new program curriculum (texts, background reading, reference materials, specialized software, etc.)?

The College of Business utilizes several methods for student to access course information as well as active channels for pushing information out to students in online courses.

- Using RamCT, students access course syllabi, required and recommended course materials, and other pertinent information in specially setup Information Exchange areas where they access course information upon admission and before registration in courses. These are specialty areas in RamCT overseen by the College of Business as general information access areas for all admittants to foster a feeling being included in the College of Business environment and that of the University.
- Once a student is enrolled in a class, they have access to that class in RamCT as well as continued access to the special information exchanges.
- The MCIS advisors push information on registration, syllabi availability, course material requirements and other important information out to students as well as admittants, as necessary through emails and class announcements.
- Course material requirements are published through OnlinePlus (Continuing Education) and are published through the CSU bookstore, as appropriate. Additionally, since this is a CIS program, many of the course materials are available for student access online.
- The College of Business provides Master of Computer Information Systems students with required software through educational licenses; access to such software is either through direct download from the COB eLab site or through DVD distribution from the College of Business.

2. Describe students' participations in any additional required activities, such as field observations, hands-on activities, field trips, etc.).

If there are outside activities required by students around the US or the world then the activity is presented in such a manner that the student can engage in a similar or substitute activity in the geographic location in which they are located. Or, an event like a special speaker or seminar is taped and provided to distance students through the College of Business production studios.

3. How does the course provide on-going interaction between instructor and students? Among students?

On-going interaction between instructors and students and intra-student communication is provided through the COB's RamCT utilizing threaded or chat functions as well as discussion boards. Further, all COB students may utilize the College's Live Meeting or Office Communicator applications that provides face-to-face communication as well as one to many meeting options.

In addition to the electronic communication and interface applications provided, most online CIS classes employ Distance Section Coordinators who have as group of up to 35 students for

which they are directly responsible for assuring course content is conveyed clearly and in a timely manner, they follow-up on assignments, discussions and are required to engage students in the learning process to enhance the online classroom environment.

4. How will assessment components listed on the course outline be administered (e.g. chat rooms, papers, exams, etc.)?

The assessments like exams, papers, presentations, exercises, etc. will be administered through the assessment's area in RamCT.

5. How will security be ensured and identification protected?

Security is provided and identification is protected as each student has a unique login and password for RamCT so their work is not visible to other students and is only seen by those with a need to know.

6. How will the University's Academic Integrity Policy be implemented, including how exams will be proctored?

The new Master of Computer Information Systems program uses an electronic proctoring system for use with exams taken off campus and is also using SafeAssign within RamCT for papers and presentations submitted as course deliverables or assessments.

7. Indicate the student effort distribution needed to complete this course in relation to the standard of minimum of three hours of student effort per week per credit for a semester (15 weeks plus finals). Provide estimates of time required for reading, viewing content delivered, study, participation in individual and/or group activities, and completion of assignments.

The new Master of Computer Information Systems courses are 3-credit hours:

- Lecture capture is used for all distance students; they have access to the full lecture delivered in the classroom to include the lecture material, all electronic supporting materials employed by the professor, student discussions, presentations and special speakers. These lectures include the requisite 3-50 minute sessions or 2-75 minute sessions per week.
- Reading or material study and assignments are expected to take an average of 5 to 7 hours per week depending on a student's level of mastery of the subject area from their professional experience. Within this estimate would be group or individual projects.
- The overall expected student involvement in course related activities on average per week could fluctuate from 8 to 10 hours per week.

8. What must the student access or possess (hardware, software, other components, Internet access) to complete this course? Indicate the availability and sources of student help/tutorials for effective use of these tools.

To complete this course, students will access required software through the College of Business' eLab, hardware requirements (home or office computer configurations) are published at time of admission and again at time of registrations. All students are required to have Internet access and reasonable connectivity speeds to download lectures and upload deliverables. Unique hardware requirements like Sequel Servers or LINUX operating systems are provided by the College of Business for student access.

The new Master of Computer Information Systems program has technical support or course support available to students on several different levels.

- All Master of Computer Information Systems program students have the Graduate Technical Support Team to help with computer and connectivity related questions, course registration and RamCT issues as well as general student technical issues like software availability, passwords, et cetera. This team has extended hours that cover evenings and weekends.
- The CIS-CLASS-HELP team is a unique technical support team for advanced software and hardware issues or obstacles related to course content requirements.
- CIS-IT Support team is available to work with student/instructor interface activities like LiveMeeting or Office Communicator.
- The MCIS Advisor offers assistance with program orientations, course requirements, academic performance issues, personal issues impacting course performance, registration and program plan outs as well as a host of other student service related issues or concerns.
- Tutorials have been identified for students who require broadened foundations in specific programming areas and there are other tutorial subject areas being developed.

9. How will the intellectual property rights of the faculty, department, university, students, and authors whose materials will be used in this course protected?

Students read the College's academic honesty policy in their orientation material and they hear the subject discussed in the orientation sessions either attended live or viewed on video.

Further, each student in the program signs a copyright form that clearly spells out the intellectual property policy in the College of Business; they sign that they understand what the policy means. This form is kept in their academic folders.

IX. Curriculum – Courses and Total Structure

There are no new courses being introduced with the Master in Computer Information Systems program.

X. Assessment of Student Learning/Outcomes Evaluation

Assessment of student learning will be determined by the professor in each class and is based on the content delivered. Student learning is assessed through individual assignments or problem sets, individual and group project work, papers, projects and exams. Each course in the MCIS offering is has been approved through UCC and each detailed how its content would be evaluated.

Outcomes evaluation is accomplished through the College of Business' Assurance of Learning (AOL) Program established to meet the requirements of AACSB. Each course has course objectives that are measured (1) through the end of term evaluations and (2) through the random AOL evaluations done across the graduate programs in the College.

FACULTY

XI. "Snapshot" of Faculty Resources

Faculty resources will not differ from the current master program with the exception that there will be less demand on faculty time for committee participation required under the current Plan B. The proposed Plan C will utilize the approximately 8 tenure-track faculty to deliver the curriculum with opportunity for additional tenure-track or special appointment faculty to offer areas of interest in the form of additional electives.

XII. Faculty Vitae

Vitae of the Computer Information System professors are found as Attachment A to this document.

RESOURCES

XIII. Impact of Program Request on Curriculum and Students

The request for the Plan C Master in Computer Information Systems has little additional impact curriculum or students. The curriculum is largely unchanged from the previous Plan B. As for students, the Plan C Master of Computer Information Systems provides them more options to focus on specialty areas within the degree.

XIV. Library Reference Sources

It is not expected that any additional library reference resources will be required. The current degree has minimal impact on Library Reference Sources because of the technical nature of the course content.

XV. Facilities, Equipment and Technology

The College of Business currently supports the MSBA-CIS with its technical and support needs; there is an expectation that neither technology nor support functions will increase markedly with the introduction of the Plan C. There is not expansion of technology requirements planned.

XVI. Summary of Budget Needs

No additional budget needs are expected at this time since this is a plan change to an existing program not a totally new program being introduced.

FOR A NEW GRADUATE PROGRAM

XVII. External Review Recommendations

Not executed because the Master of Computer Information Systems is not a new program but a revision from a Plan B MSBA-CIS to a Plan C MCIS.

ATTACHMENT A

XII. FACULTY VITAE

CHARLES W BUTLER, PROFESSOR

EDUCATION

Ph.D. in Business from Texas A&M University, College Station, TX, 1983

SELECTED ARTICLES

A National Health Care Policy for Software

National Business and Economics Society Annual Conference, 2009

Charles W Butler

The Role of Architecture in Enterprise Processes

Journal of Applied Business Research, Vol.8, No. 4, pages 13, 2008

Charles W Butler

A Survey of Software Development Methodology

National Business and Economics Society Annual Conference, 2007

Charles W Butler

Completing Software Projects on Time *National Business and Economics*

Society Annual Conference, 2007

Charles W Butler

Methodology Object Management and Quality Assurance

APM Executive Update, Vol.7, No. 19, pages 8, 2006

Charles W Butler, Gary L Richardson

A Survey of Software Requirement Gathering Techniques

National Business and Economics Society Annual Conference, March 2006

Charles W Butler

Multi-Methodology Bridge Diagrams

National Business and Economics Society Annual Conference, March 2006

Charles W Butler

The Implications of Sarbanes-Oxley for the IT Community

Cutter Consortium Enterprise Risk Management and Governance Report, Vol.2, No. 3, March 2005

Charles W Butler, Gary L Richardson

Adventures in M&A Wonderland

The Journal of Information Technology Management, Vol.18, No. 10, October 2005

Charles W Butler, Gary L Richardson

Methodology Object Management

Journal of Applied Business and Economics, Vol.5, No. 1, March 2005

Charles W Butler

Potential Control Processes for Sarbanes-Oxley

The Journal of Information Technology Management, Vol.2, March 2005

Charles W Butler, Gary L Richardson

The Application of McCabe's Structured Testing Methodology to Use

Cases *National Business and Economics Society Annual Conference, March 2005*

Charles W Butler

The Value of IT Project Management

National Business and Economics Society Annual Conference, March 2005

Charles W Butler

- Absorbing Sarbanes-Oxley within the Agile Community
APM Executive Update, Vol.5, No. 23, December 2004
Charles W Butler, Gary L Richardson
- Meta Enterprise Development Methodology
Projects and Profits, Vol. IV, No. 11, November 2004
Charles W Butler, Gary L Richardson
- Methodology Object Management: A Multi-Disciplinary Project Management Approach
The Evolution of Agile Project Management, 2004
Charles W Butler, Gary L Richardson
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The Journal of Information Technology Management, Vol.17, No. 6, June 2004
Charles W Butler, Gary L Richardson
- A Distance Education Learning Model *National Business and Economics Society Annual Conference, March 2004*
Charles W Butler
- Vulnerability Assessments: Communication Cannot Be Overlooked
Association for Business Communication Annual Conference, October 2003
Jackie L Hartman, Charles W Butler
- Critical Infrastructure Protection and Software Asset Management
National Business and Economics Society Annual Conference Proceedings, March 2003
Charles W Butler
- A Knowledge-Based Corporate Communication Structure
National Business and Economics Society Annual Conference, March 2003
Charles W Butler
- Selecting Information Technology Projects Using the Business Case Model
National Business and Economics Society Annual Conference, March 2002
Charles W Butler
- Collaborative Software and E-Mail as a Communication Model
National Business and Economics Society Annual Conference, March 2002
Charles W Butler
- Service Level Measurement for Information Technology Outsourcing
National Business and Economics Society Annual Meeting, March 2001
Charles W Butler
- 'Cruisin' Along the Autobahn - On the Road to Merger and Acquisition
National Business and Economics Society Annual Conference, March 2000
Charles W Butler
- Legacy Applications: Breaking the Data Ties that Bind You
IEEE IT Professional, Vol.1, No. 3, May/June 1999
Charles W Butler, Jon Clark

BOOKS

- Contemporary Readings in IT Project Management
pages 480
Thomson Course Technology, 2005, ISBN 0619217502
Gary L Richardson, Charles W Butler

A Primer on Structure Program Design
pages 232
Petrocelli Books, Inc., 1980, ISBN 0894330853
Gary L Richardson, Charles W Butler, John D Tomlinson
JON D CLARK, PROFESSOR/CHAIR

BIO

Jon D. Clark is Professor of Computer Information Systems in the College of Business at Colorado State University where he has served in the capacity of faculty member, chairman of the Department of Computer Information Systems and as Associate Dean. Prior to joining CSU in 1989, he was on the faculty at University of North Texas from 1979-1989, and at UT Dallas from 1975-1979. Having received his PhD from Case Western Reserve University, he has published three books, numerous articles and conference papers on database, software engineering, and cognitive constructs as predictors of programmer performance.

EDUCATION

Ph.D. in Management Information/Decision Systems from Case Western Reserve University, Cleveland, Ohio, 1977
M.B.A. in Finance from Eastern Michigan University, Ypsilanti, Michigan, 1972
B.A. in Industrial Administration from Michigan State University, East Lansing, Michigan, 1968

SELECTED ARTICLES

Implementation of a Distance MS-CIS Program: Lessons Learned and Principles for Success
Information Systems Education Journal, Vol.10, pages 33-39, 2012
Jon D. Clark

The Value of Conceptual Modeling in Database Development: An Experimental Investigation
Evaluation of Modeling Methods in Systems Analysis and Design 2003 Conference, 2003
D. E. Turk, L. R. Vijayasarathy, J. D. Clark

Assessing the Value of Modeling in Database Development: A Research Agenda
2nd Annual Symposium on Research in Systems Analysis and Design, 2003
D. E. T, L. R. Vijayasarathy, J. D. Clark

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Proceedings of the 3rd Reverse Engineering Forum, September 1992
Jon D Clark, Phil Glasier, Charles Butler

System Death Cycle: Identification of Metrics of the Retirement Stage
Proceeding of the Third International Conference on the Management of Technology, pages 594-603, February 1992
Jon D Clark, Joseph Williams, Rick Edgman

System Quality & Reliability Improvement through the Malcolm Baldrige National Quality Assurance Guidelines and the Deming Management Method
Decision Sciences Institute Annual Meeting, November 1991
Jon D Clark, Rick Edgeman

Reverse Engineering of Data Models through IEW
Knowledgware International Conference, pages 371-381, April 1991
Jon D Clark

The Information Explosion

Proceedings of TIMS/ORSA Conference, May 1990

Jon D Clark, Joseph Williams

Measuring Program Complexity Using Halstead's Metric

Decision Sciences Institute Annual Meeting, November 1988

Jon D Clark, Michael Lucas Gibson

The Influence of Programmer's Cognitive Complexity on Program Comprehension and Modification

Hawaii International Conference on System Sciences, pages 1044, November 1986

Jon D Clark, Omar E.M. Khalil

Computer Performance Auditing

Proceedings of the 16 Annual Conference on Computer Audit, Control and Security, April 1986

Jon D Clark

Data Dictionary/Directory Systems: Administration, Implementation and Usage: A Book Review Interfaces, March 1984

Jon D Clark

Utilization of Canonical Analysis for Performance Evaluation in a Multiprocessor Environment

Proceedings of the Computer Science and Statistics: 12 Annual Symposium on the Interface, pages 409-412, May 1979

Jon D Clark, Thomas J Reynolds

A Utility for the Generation of a Preliminary Data Dictionary/Directory

Proceedings of the 1978 Annual Conference, pages 223-229, December 1978

Jon D Clark

A Procedure for the Determination of Attribute Access Probabilities

ACM SIGMOD International Conference on Management of Data, pages 110-117, May 1978

Jon D Clark, Jeffrey A Hoffer

Determination of Attribute Access Probabilities for Data Base Design

ACM Computer Science Conference, February 1978

Jon D Clark

Reverse Engineering: A Contemporary Perspective

IEEE IT Professional, Vol.1, No. 3, May 1999

Jon D Clark, Charles Butler

A Demographic Analysis of Information Systems Faculty

Journal of Computer Information Systems, pages 85-90, spring 1993

Jon D Clark, Susan W Athey, W John Plotnicki

The Information Explosion: Fact or Myth?

IEEE Transactions on Engineering Management, Vol.39, No. 1, pages 79-84, February 1992

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IEEE Reverse Engineering Newsletter, pages 5-7, January 1992

Jon D Clark

A CASE Bibliography-Part 1

System Builder, pages 17-18, June 1990

Jon D Clark, Cary Hughes

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- Function Versus Data-Driven Methodologies: A Prescriptive Metric
ACM Software Engineering Notes, Vol.15, No. 2, pages 26, April 1990
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- The Stages to CASE Usage
Datamation, pages 41-44, February 1990
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Performance Evaluation Review, Vol.12, No. 2, pages 44-45, Spring/Summer 1984
Jon D Clark, Thomas C Richards
- Notes of the State of Data Base Audit
SIGMOD Record, Vol.13, No. 1, pages 79-91, September 1982
Jon D Clark, Fred Davis
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Datamation, Vol.19, No. 12, pages 43-46, December 1981
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International Journal of Man-Machine Studies, pages 219-236, February 1989

Jon D Clark, Omar Khalil

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pages 221

Praeger Special Studies, 1981, ISBN 0-03-057888-4

Jon D Clark, Arnold Reisman

Data Base Selection, Design, and Administration
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Praeger Special Studies, 1980, ISBN 0-03-055891-3

Jon D Clark

Physical Data Base Record Design

QED Information Sciences, 1979, ISBN 1

Jon D Clark, Jeffrey A Hoffer

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Congreso Internacional de Ciencias Computacionales, Monterey, Mexico, October, 2005

Jon D Clark

Distance Learning Alternatives

AACSB EMBA Conference, Montreal, Canada, October, 1997

Jon D Clark

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University of Wisconsin System Professional Development Institute, Milwaukee, Wisconsin, June, 1997

Jon D Clark

Education as an Electronic Commodity-The Infrastructure is Forming

IV Congreso De Computacion E Informatica, Monterey, Mexico, October, 1996

Jon D Clark

IS '95 Model Curriculum and Guidelines for Undergraduate Degree Programs in Information Systems

III Congreso Internacional De Computacion E Informatica, Monterey, Mexico, October, 1995

Jon D Clark

Identification and Dynamics of Critical Processes for Enterprise Engineering

II Congreso Internacional De Computacion E Informatica, Monterey, Mexico, September, 1994

Jon D Clark

- Business Process Reengineering: The Value Added Stage
Congreso Internacional De Computacion E Informatica, Monterey, Mexico, September, 1993
Jon D Clark
- The Application of a CASE Stage Model
1991 CIO Forum, Houston, Texas, May, 1991
Jon D Clark, Charles Butler
- Reverse engineering: How to Preserve Your Investment in Systems and Data
Anderson Consulting Migration Path Planning Conference, Denver, Colorado, November, 1990
Jon D Clark, Charles Butler
- Faculty Intern Programs
ISECON '88, Dallas, Texas, October, 1988
Jon D Clark
- Applications of Knowledge Engineering Environment (KEE) on the Explorer
Texas Instruments Artificial Intelligence Laboratory, Austin, Texas, April, 1988
Jon D Clark
- Artificial Intelligence and ELIZA
Denton Psychological Association, Denton, Texas, April, 1988
Jon D Clark
- Artificial Intelligence and Pattern Recognition
Torch Club, Fort Worth, Texas, November, 1981
Jon D Clark
- Future Trends in Data Base
Computer and Information Management Corporation, Dallas, Texas, March, 1976
Jon D Clark
- Data Base Management Systems: A User's View
2008 Waste Treatment Plant Conference, Dallas, Texas, February, 1976
Jon D Clark
- A Decision-Support System for the Data Base Administrator
Management Information Systems Technical Department Conference of the Association for Systems Management, Cleveland, Ohio, October, 1974
Jon D Clark

STEPHEN C HAYNE, PROFESSOR

BIO

Dr. Hayne's (Ph.D. in management information systems from University of Arizona) research interests lie mainly in collaborative technologies, knowledge management and distributed databases. Much of his research is rooted in the desire to use innovative technology to solve real business problems. To this end he has implemented tools in graphical environments to assist groups in communication and decision-making, i.e. shared drawing, group brainstorming, concurrent issue surfacing and consolidation. He is also applying this technology to support decision making during crisis situations.

His articles have appeared in such journals as *Journal of Management Information Systems*, *Journal of Systems and Software*, *Journal of Computer Supported Collaborative Work*, *Journal of Information and Technology Management*, *Management Communication Quarterly* among others. He has co-edited the book *Real-Time Group Drawing* (1995, McGraw-Hill). His research grants now total more than \$3,200,000 (Office of Naval Research, National Science Foundation, Natural Sciences and Engineering Research Council, etc.) He received an IBM Faculty Fellowship in 2006, the College of Business Research Award, and was the First National Bank Research Fellow from 2005-2007. Dr. Hayne is also currently an Adjunct Professor for Executive Education and the GLCP program at the American Graduate School of International Management (Thunderbird). He has taught an Executive MBA course in Romania (2008, 2009, 2010) entitled "Information Technology and Knowledge Management".

He was/is registration chair and treasurer for GROUP 2009 (Florida), GROUP 2010 (Florida), CSCW 2010 (Georgia) and CSCW 2011 (Beijing), CSCW 2012. He was co-chair of the Association for Information Systems Americas Conference in 2007 (with John Hoxmeier). He is past chair of the Special Interest Group on Supporting Group Work, has co-chaired a mini-track on Decision Making under Time Pressure at the Association for Information Systems Americas Conference, and was general chair for the GROUP '99 Conference, held in Phoenix (he was also chair in 1997). He gave a speech on Electronic Commerce to 3000 people at the Success 2000 Conference.

EDUCATION

Ph.D. in Management Information Systems from University of Arizona, Tucson, AZ, 1990

B.Com. in Computer Science, Finance, Management Science from University of Alberta, Edmonton, Canada, 1986

A.A. in Bass Guitar, Voice from Grant MacEwan Community College, Edmonton, Canada, 1983

ARTICLES

'Where's Farah?': Knowledge Silos and Information Fusion by Distributed Collaborating Teams
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Stephen C Hayne, L Troup, S McComb

Evolution of Social Networks in a Large Research Institution: Visualization and Analysis
Hawaii International Conference on System Sciences, 2011

Stephen C Hayne, J Folkstad

- Effects of Training on Collaboration: Chunk Sharing and Performance
Journal is not in list - being petitioned, 2009
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IEEE Transactions on Professional Communication, 2008
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IEEE Transactions on Professional Communication, 2005
Stephen C Hayne, CAP Smith, L. Vijayasarathy
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Hawaii International Conference on System Sciences, 2005
Stephen C Hayne, CAP Smith, L. Vijayasarathy
- Training for Collaboration and Cognitive Alignment
Americas Conference on Information Systems, 2005
Stephen C Hayne, Cap Smith
- When Does Free Riding Promote Rational Bidding?
Experimental Business Research, Vol.2, 2004
S. Hayne, J. C. Cox
- The Effect of a Telepointer on Student Performance and Reference
Computers and Education, Vol.44, No. 1, pages 35-51, 2004
J. Adams, B. Rogers, S. Hayne, G. Mark, J. Nash
- The Use of Pattern-Sharing Tools and Team Pattern Recognition
IFIP International Conference on Decision Support Systems, 2004
Stephen C Hayne, CAP Smith, L. Vijayasarathy
- Accuracy and Attribution of Comment Authorship by Technically Anonymous Groups
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- The Effectiveness of Groups Recognizing Patterns
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Electronic Markets - the Intl. Journal of Electronic Commerce & Business Media, Vol.13, No. 4, pages 282-293, 2003
S. C. Hayne, C. A.P. Smith, L. R. Vijayasarathy

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Group Decision and Negotiation Conference, July 2002
C Pollard, S. Hayne
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- Group Decision Making: The Impact of Opportunity - Cost Time and Group Support Systems
Behavioral Research in Accounting, Vol.12, pages 69-76, 2000
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Data Base, Vol.30, No. 4, pages 72-91, 1999
S. Hayne
- Groupware and Social Networks: Will Life Ever Be the Same Again?
Journal of Information and Software Technology, Vol.41, No. 6, pages 311-318, 1999
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- The Use of Pattern Sharing Tools and Team Pattern Recognition
IFIP International Conference on Decision Support Systems, 1999
S. C. Hayne, C. A.P. Smith, L. R. Vijayasarathy
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Academy of Best Paper Proceedings, 1999
R. E. Rice, S. Hayne, C. Pollard

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Chapter(s) Collaborative Team Pattern Recognition Templates and Team Decision Making
2008
Stephen C Hayne, C Smith
- Advanced Topics in e-Collaboration
chapter(s) Propositions for Cognitive Support of e-Collaboration
Idea Group Publishing, Editor Ned Kock, 2006
Stephen C Hayne, CAP Smith

GROUP '99: Proceeding of the International Conference on Supporting Group Work
page 480
ACM Press, Editor Stephen Hayne, 1999
Stephen C Hayne

AWARDS, HONORS, AND GRANTS

- Best Teacher Nomination from Colorado State University, 2011
- Social Network Formation, Detection and Composition from Office of Naval Research, 2011
- C-RAM: Cognitively-Based Rapid Assessment Methodology from Office of Naval Research, 2010
- C-RAM: Cognitively-Based Rapid Assessment Methodology from Office of Naval Research, 2009
- Improving Performance of Virtual Teams: Effectiveness of Cognitive Templates on Leadership from U.S. Army Research Office, 2008
- C-RAM: Cognitively-Based Rapid Assessment Methodology from Office of Naval Research, 2008
- Improving Virtual Team Performance with Cognitive Templates from U.S. Army Research Office, 2007
- Templates and Stories: Improving Participation Of Women In Stem from National Science Foundation, 2007
- Using Templates to Improve Performance in Mixed-Presence Virtual Teams from Army Research Institute, 2006
- Cognitive-Focused Agent Support for Collaborative, Network-Centric Decision-Making from Office of Naval Research, 2006
- Cognitive-Focused Agent Support for Collaborative, Network-Centric Decision-Making from Office of Naval Research, 2006
- C-RAM: Cognitively-Based Rapid Assessment Methodology from Office of Naval Research, 2006
- Using Templates to Improve Retention of Women in Science from National Science Foundation, 2006
- Women in the Math and Science: The Impact of Storytelling Templates from IBM, 2006
- Cognitive Systems for Human Pattern Recognition and Collaboration from National Science Foundation, 2005
- Equipment Grant for Cognition and Collaboration from DARPA, 2005
- A Human-Centric Architecture for Net-Centric Operations from Office of Naval Research, 2005
- Women in the Math and Science: The Impact of Storytelling Templates from IBM, 2005
- A Human-Centric Architecture for Net-Centric Operations from Office of Naval Research, 2004
- Shared Information and Virtual Surfaces from Office of Naval Research, 2004
- Research Fellowship from First National Bank, 2004
- Best Paper Award from Academy of Management Conference, 1999
- Nominated for Teaching Excellence Award from University of Calgary, 1993
- Best Paper Award from Hawaii International Conference on System Sciences, 1993
- Nominated for Teaching Excellence Award from University of Calgary, 1992
- Doctoral Student Consortium from Decision Sciences Institute, 1989
- Teaching Excellence Award from University of Arizona, 1988

MEMBERSHIPS

Association for Computing Machinery
Institute of Electrical and Electronics Engineers

PRESENTATIONS

Chunking and Team Pattern Recognition
CORE Workshop (pre-ICIS), Seattle, Washington, December, 2003
S. Hayne, C. A.P. Smith, L. Vijayasarathy

Predicting Sniping in eBay Auctions
INFORMS Conference, San Jose, California, November, 2002
S. Hayne, C. A.P. Smith, L. Vijayasarathy

Barking Up the Right Tree: Are Small Groups Rational Agents?
INFORMS Conference, San Jose, California, November, 2002
J. C. Cox, S. Hayne

Sniping in eBay Auctions: Cultural Implications
University of Arizona, Tucson, Arizona, 2002
Stephen C Hayne

E-Biz: Savior or Anarchist
Success 2000 Conference, Phoenix, Arizona, 2000
Stephen C Hayne

Groups and the Curse of Information
Microsoft Research, Unknown, Unknown, 1999
Stephen C Hayne

Groups and the Curse of Information
University of British Columbia, Unknown, Canada, 1999
Stephen C Hayne

GRETCHEN IRWIN CASTERELLA, ASSOCIATE PROFESSOR

EDUCATION

Ph.D. in Information Systems from University of Colorado, Boulder, CO, 1995
M.S. in Information Systems from University of Colorado, Boulder, CO, 1991
B.S. in Finance from University of Florida, Gainesville, FL, 1986

SELECTED ARTICLES

- The Role of Similarity in the Reuse of Object-Oriented Models
Journal of Management Information Systems, Vol.19, No. 2, pages 219-248, 2002
G. Irwin
- An Ontological Evaluation of Use Case Grammar
Americas Conference on Information Systems, August 2004
G. Irwin, D. Turk
- The Use of Technology-Enabled Learning Tools in an Introductory Information Systems Course
Americas Conference on Information Systems, August 2001
G. Irwin, C. Wasalathantry
- Data Abstractions and Their Use: An Experimental Study of User Productivity
Human-Computer Interaction - INTERACT '99, pages 86-94, 1999
A. Srinivasan, G. Irwin
- Expert-Novice Differences in Object-Oriented Modeling
INFORMS Conference, 1998
Gretchen Irwin, C Wasalathantry
- An Ontological Analysis of Use Case Modeling Grammar
Journal of the Association for Information Systems, pages 1-36, 2005
Gretchen Irwin, Dan Turk
- Exploring the Difficulties Associated with Learning Object-Oriented Techniques
Journal of Management Information Systems, 1997
S Sheetz, Gretchen Irwin, D Tegarden, J Nelson, D Monarchi
- Journey's Up the Mountain: Different Paths to Learning Object-Oriented Programming
Accounting, Management & Information Technology, 1997
J Nelson, Gretchen Irwin, D Monarchi
- Beyond Object-Oriented Technology: Where Current Approaches Fall Short
Human-Computer Interaction, 1995
G Fischer, D Redmiles, Gretchen Irwin, I Williams, A. Aoki
- A Research Typology for Object-Oriented Analysis and Design
Communications of the ACM, 1992
D Monarchi, Gretchen Irwin
- Communicating the Message: Translating Tasks into Queries in a Database Context
IEEE Transactions on Professional Communication, Vol.49, No. 2, pages 145-159, 2006
Ananth Srinivasan, Gretchen Irwin

BOOKS

- Object Oriented Technology: Challenges and Recommendations
Chapter(s) Reuse in Object Oriented Modeling: An Empirical Study of Experienced and Novice Analysts, pages 89-113
Idea Group Publishing, 2000
Gretchen Irwin, C Wasalathantry

MEMBERSHIPS

Association of Information Systems and Association for Computing Machinery

JOHN PLOTNICKI, ASSOCIATE PROFESSOR

BIO

John Plotnicki is an Associate Professor in Computer Information Systems. He joined Colorado State University in 1979 in the then named Department of Management Science and Information Systems (since renamed to Computer Information Systems) to teach Management Science and Statistics classes. He has an undergraduate degree in Engineering Physics from the University of Tennessee, Knoxville, an MBA from Colorado State University, and a Ph.D. in Management Science from the University of Tennessee, Knoxville. In 1981, he acquired the role of Director of Computing Technology for the College of Business and served in that role for over 10 years. During that time, he moved the College to the next generation of computing technology by successfully proposing and receiving over \$2 million in grants from Hewlett-Packard, AT&T and NCR. After that, he served as CIS Department Chair for 15 years. During that time, he was instrumental in the College of Business being awarded the IBM Linux Hub for the Americas for over 5 years, a grant that was valued at over \$25 million and resulted in many research projects and student access to cutting edge technologies. He also was one of the four founding members of ISTeC (Information Science & Technology Center) at CSU which integrates CSU's efforts in the Information Sciences across campus. His initial research was in scheduling theory with more recent research in job markets and technology trends.

EDUCATION

Ph.D. in Management Science from University of Tennessee, Knoxville, Tennessee, 1980
M.B.A. in Business Administration from Colorado State University, Fort Collins, CO, 1974
B.S. in Engineering Physics from University of Tennessee, Knoxville, Tennessee, 1972

SELECTED ARTICLES

An Evaluation of Research Productivity in Academic IT
Communication of AIS, April 2000
S. Athey, J. Plotnicki

AWARDS, HONORS, AND GRANTS

For the Enhancement of the Undergraduate Experience from Gladys Eddy Award, 1996
Faculty Appreciation Award from Delta Sigma Pi, 1995
Faculty Appreciation Award from Delta Sigma Pi, 1994
Outstanding Advisor Award from Jack E. Cermak, 1995
Outstanding Business Faculty Award from Delta Sigma Pi, 1993
Outstanding Faculty Member Award from Beta Alpha Si, 1993
Faculty Achievement Award from Pat Griffin, 1991
CIS Professor of the Year from Data Processing Club, 1991
Achievement Award from Hewlett-Packard, 1988

C.A.P SMITH, ASSOCIATE PROFESSOR

BIO

C.A.P. Smith holds an engineering degree from M.I.T. and a Ph.D. in Information Systems from the University of Arizona. He is currently an Associate Professor of Information Systems at Colorado State University. Cap teaches courses in enterprise systems at both the graduate and undergraduate level; he is the academic coordinator for SAP on the CSU campus. Prior to working for CSU, he was a senior scientist at the US Navy's Space and Naval Warfare Systems Center in San Diego, also known as SPAWAR. While at SPAWAR he conducted a program of research into decision-making and managed development of state-of-the-art decision support systems. He has published a number of scholarly articles in journals such as Human Factors, International Journal of Human-Computer Systems, and the International Journal of Human-Computer Interaction.

EDUCATION

Ph.D. in MIS from University of Arizona, Tucson, AZ, 1990
B.S. in Mechanical Engineering from Massachusetts Institute of Technology, 1980

ARTICLES

- Who Wins on eBay: An Analysis of Bidders and Their Bid Behaviors
Electronic Markets - the Intl. Journal of Electronic Commerce & Business Media, Vol.13, No. 4, pages 282-293, 2003
S. C. Hayne, C. A.P. Smith, L. R. Vijayasarathy
- The Use of Pattern Sharing Tools and Team Pattern Recognition
IFIP International Conference on Decision Support Systems, 1999
S. C. Hayne, C. A.P. Smith, L. R. Vijayasarathy
- Decision Support for Air Warfare: Detection of Deceptive Threats
Group Decision and Negotiation, Vol.13, pages 129-148, 2004
C. A.P. Smith, J. Johnston, C. Paris
- The Effectiveness of Groups Recognizing Patterns
International Journal of Human-Computer Studies, Vol.59, No. 5, pages 523-543, 2003
S. C. Hayne, C. A.P. Smith, D. Turk
- Group Decision Making: The Impact of Opportunity - Cost Time and Group Support Systems
Behavioral Research in Accounting, Vol.12, pages 69-76, 2000
V. Arnold, S. G. Sutton, S. C. Hayne, C. A.P. Smith
- Dynamic Models of Augmented Condition
International Journal of Human-Computer Interaction, 2004
P. Young, B. Clegg, C. A.P. Smith
- An Investigation of the Effect of Computerized Support Systems on Group Decision Making Under Time Pressure
Journal of Accounting Abstracts, 2000
V. Arnold, S. Hayne, C. A.P. Smith, S. Sutton
- Interruption Management: The Use of Attention-Directing Tactile Cues
Human Factors, Vol.47, No. 1, pages 1-11, 2005
Pamela Hopp-Levine, Charles AP Smith, B. Clegg, E. Heggstad

Application of Cognitive Load Theory to Developing a Measure of Team Decision Efficiency
Journal of Military Psychology, 2006

J Johnston, S. Fiore, C. Paris, C. Smith

The Relationship between e-Collaboration and Cognition
International Journal of e-Collaboration, Vol.1, No. 3, Summer/Autumn 2005

S. Hayne, C. Smith

The Use of Pattern-Communication Tools and Team Pattern Recognition
IEEE Transactions on Professional Communication, 2006

S. Hayne, C. Smith

Tactile Interruption Management: Tactile Cues as Task-Switching Reminders
Journal of Cognition, Technology, and Work, 2006

P. Hopp-Levine, C. Smith, B. Clegg, E. Heggstad

The Use of Pattern-Sharing Tools and Team Pattern Recognition
DSS Conference, summer 2004

S Hayne, C.A.P. Smith, L Vijayasarathy

Pattern Recognition: Sharing Cognitive Chunks under Time Pressure
Hawaii International Conference on System Sciences, pages 30b-40b, winter 2005

S Hayne, C.A.P. Smith, L Vijayasarathy

Training for Collaboration and Cognitive Alignment
Americas Conference on Information Systems, summer 2005

S Hayne, C.A.P. Smith, L Vijayasarathy

BOOKS

Advanced Topics in e-Collaboration
Editor Ned Kock, 2006, ISBN 9999999999

C.A.P. Smith, S Hayne

AWARDS, HONORS, AND GRANTS

- o Best Paper Award from Western Decision Science, 1993
- o Rogers Corporation Award for Research from MIT, 1980
- o Best Paper Award from AIS Conference, 2005
- o Excellence in Research from College of Business, 2006

DANIEL E TURK, ASSOCIATE PROFESSOR

BIO

Dr. Dan Turk is an Associate Professor in the Computer Information Systems department at Colorado State University in Fort Collins, Colorado.

Dr. Turk received a M.S. degree in computer science from Andrews University and a Ph.D. degree in business administration (computer information systems) from Georgia State University. His research interests are in the areas of computer networking, object-oriented systems, software engineering, business- and system-level modeling, software development process modeling, the value of modeling, process improvement, and the empirical study of these areas. He is a member of the IEEE and the ACM, and has published papers in IEEE Transactions on Software Engineering, Journal of the Association for Information Systems, IBM Systems Journal, Information and Software Technology, Journal of Database Management, L'Objet, The Journal of Systems and Software, Information Technology & Management, the Journal of Information Technology Management, and the International Journal of Human Computer Studies.

Dr. Turk enjoys participating in many outdoor activities, including running, hiking, climbing, mountain biking, and snow skiing. He has run 29 marathons, including 12 on Pikes Peak and 4 times at Boston, and has run 1 50-mile mountain trail ultra-marathon. Dr. Turk has climbed all 54 of the Colorado 14ers, Mt Rainier (Washington), and 2 of the "Seven Summits" – Mt Kilimanjaro in Tanzania (Africa) and Aconcagua in Argentina (South America). He and his wife enjoy traveling, both locally and internationally. They have travelled numerous places in Europe, Asia, the Middle East, and South America.

EDUCATION

Ph.D. in Business Administration (CIS) from Georgia State University, Atlanta, GA, 1999

M.S. in Computer Science from Andrews University, Berrien Springs, MI, 1988

B.A. in Psychology from Southern Adventist University, Collegedale, TN, 1984

SELECTED ARTICLES

An Ontological Evaluation of Use Case Grammar

Americas Conference on Information Systems, August 2004

G. Irwin, D. Turk

The Value of Conceptual Modeling in Database Development: An Experimental Investigation

CAiSE/IFIP 8.1 International Workshop on Evaluation of Modeling Methods in Systems Analysis and Design (EMMSAD), June 2003

Daniel Turk, Leo Vijayasarathy, Jon Clark

Assessing the Value of Modeling in Systems Development: A Research Agenda

Symposium on Research in Systems Analysis and Design, April 2003

Daniel Turk, Leo Vijayasarathy, Jon Clark

The Effectiveness of Groups Recognizing Patterns

International Journal of Human-Computer Studies, Vol.59, No. 5, pages 523-543, 2003

Stephen C. Hayne, C. A.P. Smith, Dan Turk

Understanding Agile Software-Development Processes

Journal of Database Management, Vol.16, No. 4, pages 62-87, Oct-Dec 2005

Daniel Turk, Robert France, Bernhard Rumpe

- Virtual Linux Servers Under z/VM: Security, Performance, and Administration Issues
IBM Systems Journal, Vol.44, No. 2, pages 341-351, May 2005
Daniel E Turk, Jonathan Bausch
- An Ontological Analysis of Use Case Grammar
Journal of the Association for Information Systems, Vol.6, No. 1, pages 1-36, January 2005
Irwin Gretchen, Daniel Turk
- Supporting Effective Software Modeling
L'Objet, Vol.9, No. 4, pages 11-29, 2003
France Robert, Sudipto Ghosh, Daniel Turk
- Predicting Maintenance Performance Using Object-Oriented Design Complexity Metrics
IEEE Transactions on Software Engineering, Vol.29, No. 1, pages 77-87, January 2003
Rajendra Bandi, Vijay Vaishnavi, Daniel Turk
- Traditional, Iterative, and Component-Based Development: A Social Analysis of Software Development Paradigms
Information Technology and Management, Vol.2, No. 1, pages 53-70, January 2001
Daniel Robey, Daniel Turk, Richard Welke
- An Investigation of Risk Perception and Risk Propensity on the Decision to Continue a Software Development Project
The Journal of Systems and Software, Vol.53, No. 2, pages 145-158, August 2000
Mark Keil, Linda Wallace, Dan Turk, Gayle Dixon-Randall, Urban Nulden
- Use of Models in Programming: A Preliminary Investigation
IS OneWorld 2005, Mar/Apr 2005
Leo Vijayasathy, Jon Clark, Daniel Turk
- Limitations of Agile Software Processes
Conference on Extreme Programming and Agile Processes in Software Engineering, May 2002
Dan Turk, Robert France, Bernhard Rumpel
- Towards a Model-Driven Approach to Reuse
International Conference on Object-Oriented Information Systems, August 2001
Robert France, Sudipto Ghosh, Daniel Turk
- Software Process Models are Software Too: A Domain Class Model for Software Process Models
International Resource Management Association (IRMA) International Conference, pages 548-550, May 2000
Dan Turk, Vijay Vaishnavi
- Mapping From an OO Design to a Non-OO Implementation: A Classroom Perspective
Conference on Object-Oriented Programming, Systems, Languages, and Applications (OOPSLA) Educator's Symposium, November 1999
Dan Turk
- Problem and Solution Frameworks for Software Development Process Modeling
Americas Conference on Information Systems, pages 770-772, August 1999
Dan Turk, Vijay Vaishnavi
- Process Modelers Need Models Too
Americas Conference on Information Systems, pages 900-902, August 1998
Dan Turk, Vijay Vaishnavi
- An Integrated Framework for ISD Process Improvement: Moving Up the CMM Hierarchy
Information Resources Management Association International Conference, May 1997
Dan Turk, Kuldeep Kumar

An Empirical Investigation of Models versus Prototypes in Systems Development
Americas Conference on Information Systems, pages 3902-3912, August 2006
Dan Turk, Leo Vijayasarathy, Jon Clark

RICHARD T TURLEY, INSTRUCTOR

BIO

Dr. Turley joined CSU following 25 years in various management and executive positions with Hewlett-Packard Company and Colorado Memory Systems, including VP-level positions in Marketing, Quality, and Engineering. He also served as the Operations Manager with overall business responsibility for PC tape products at HP. He has a proven track record in business strategy creation and new product development across the full product lifecycle. Dr. Turley currently maintains an active consulting practice in Engineering Management and Technology Assessment. He is active as an expert witness in cases involving product liability and patent infringement regarding high technology.

Prior to joining CSU, Dr. Turley taught at the University of Northern Colorado for 5 years. His classes included introduction to information systems, software system design, and computer forensics. He also taught the innovative "Foundations of Business Thought" course that studies the classic literature to further student understanding of modern business practices.

Dr. Turley is a member of the Computer Information Systems department and teaches courses in the MMP, GSSE, Professional MBA, and Executive MBA programs. He travels extensively with student teams completing enterprise creation projects as part of the GSSE program. He recently taught information systems in the Executive MBA program at the Kazakhstan Institute of Management (KIMEP) in Almaty, Kazakhstan.

EDUCATION

Ph.D. in Computer Science from Colorado State University, Fort Collins, CO, 1991
Other in Degree of Engineer - EE from Stanford University, Palo Alto, CA, 1985
M.S. in Computer Science from Colorado State University, Fort Collins, CO, 1980
B.S. in Electrical Engineering from Case Western Reserve University, Cleveland, OH, 1977
B.S. in Mathematics from Case Western Reserve University, Cleveland, OH, 1977

CERTIFICATIONS

Computer Forensics, Professional Development Certificate
Registered Professional Engineer - State of Colorado

SELECTED ARTICLES

Identifying Essential Competencies of Software Engineers
ACM Conference on Computer Science, pages 271-278, 1994

Richard T. Turley, James M. Bieman

What It Takes to be an Outstanding Software Engineer
The Long Term View, Vol.3, No. 4, pages 75-78, winter 1997

Richard T. Turley, J. M. Bieman

Competencies of Exceptional and Non-Exceptional Software Engineers
The Journal of Systems and Software, Vol.28, No. 1, pages 19-38, 1995

Richard T. Turley, J. M. Bieman

Development of a High-Performance, Half-inch Tape Drive
Hewlett-Packard Journal, Vol.36, No. 3, pages 11-12, 14-16, 1985

Richard T. Turley, H. L. Curtis

A Designed for VLSI Tape Drive

Hewlett Packard Conference on VLSI Design, 1984

Richard T. Turley, Gordon Thayer

Essential Competencies of Software Engineers Derived from Critical Incident Interviews

Empirical Studies of Programmers: Fifth Workshop, 1993

Richard T. Turley, James Bieman

PRESENTATIONS

A Designed for VLSI Tape Drive

Hewlett-Packard Conference on VLSI Design, Corvallis, Oregon, 1984

Richard T. Turley, G. Thayer

LEO R VIJAYASARATHY, ASSOCIATE PROFESSOR

BIO

Leo R. Vijayasaraty is Associate Professor of Computer Information Systems and Kemble Family Research Fellow in the College of Business at Colorado State University. He earned an MBA from Marquette University and his Ph.D. from Florida International University.

Dr. Vijayasaraty joined Colorado State University in 2000 after academic appointments at Barry University and North Dakota State University, where he also served as the Coordinator of MIS. His research on the development, use and consequences of information systems has been published in *Electronic Markets*, *European Journal of Information Systems*, *IEEE Transactions on Professional Communications*, *Information & Management*, *Internet Research*, *Information and Software Technology*, *International Journal of Production Economics*, and *Journal of Management Information Systems*. He enjoys helping students learn software development tools and technologies, and mentoring them on their projects and theses. He has received university grants to support his teaching and research initiatives, and has been recognized with a Mortar Board Award for Excellence in Academic Teaching, North Dakota State University College of Business Administration Outstanding Research Award, and Accenture's Certificate of Outstanding Achievement. He serves on the editorial advisory board of *Internet Research*, and is the advisor for the CIS Club.

EDUCATION

Ph.D. in Management Information Systems from Florida International University, Miami, FL, 1994
M.B.A. in Business from Marquette University, Milwaukee, WI, 1988
B. Comm. in Commerce from Loyola College, Madras, Tamil Nadu, 1982

SELECTED ARTICLES

Predicting Consumer Intentions to Use Online Shopping: The Case for an Augmented Technology Acceptance Model

Information & Management, Vol.41, No. 6, pages 747-762, 2004

L. R. Vijayasaraty

Who Wins on eBay: An Analysis of Bidders and Their Bid Behaviors

Electronic Markets - the Intl. Journal of Electronic Commerce & Business Media, Vol.13, No. 4, pages 282-293, 2003

S. C. Hayne, C. A.P. Smith, L. R. Vijayasaraty

Psychographic Profiling of the Online Shopper

Journal of Electronic Commerce in Organizations, Vol.1, No. 3, pages 48-72, 2003

L. R. Vijayasaraty

Shopping Orientations, Product Types and Internet Shopping Intentions

Electronic Markets - the Intl. Journal of Electronic Commerce & Business Media, Vol.13, No. 1, pages 67-79, 2003

L. R. Vijayasaraty

Product Characteristics and Internet Shopping Intentions

Internet Research, Vol.12, No. 5, pages 411-426, 2002

L. R. Vijayasaraty

- Internet Taxation, Privacy and Security: Opinions of the Taxed and Legislated
Quarterly Journal of Electronic Commerce, Vol.3, No. 1, pages 53-71, 2002
L. R. Vijayasarathy
- Beyond Beliefs: The Impact of Shopping Orientations, Product Types, and Shopping Aids on
Attitude and Intention to Use Online Shopping
Quarterly Journal of Electronic Commerce, Vol.2, No. 2, pages 99-113, 2001
L. R. Vijayasarathy
- Do Internet Shopping Aids Make a Difference? An Empirical Investigation
Electronic Markets - the Intl. Journal of Electronic Commerce & Business Media, Vol.11, No. 1,
pages 75-83, 2001
L. R. Vijayasarathy, J. M. Jones
- Print and Internet Catalog Shopping: Assessing Attitudes and Intentions
Internet Research, Vol.10, No. 3, pages 191-202, 2000
L. R. Vijayasarathy, J. M. Jones
- Intentions to Shop Using Internet Catalogs: Exploring the Effects of Product Types, Shopping
Orientations, and Attitude towards Computers
Electronic Markets - the Intl. Journal of Electronic Commerce & Business Media, Vol.10, No. 1,
pages 29-38, 2000
L. R. Vijayasarathy, J. M. Jones
- Shopping Modes Images of Internet- and Print- Catalogs: Individuals Perceptions vs. Important
Others' Perceptions
WebNet Journal, pages 28-36, winter 1999
J. M. Jones, L. R. Vijayasarathy
- The Use of Pattern Sharing Tools and Team Pattern Recognition
IFIP International Conference on Decision Support Systems, 2004
S. C. Hayne, C. A.P. Smith, L. R. Vijayasarathy
- The Value of Conceptual Modeling in Database Development: An Experimental Investigation
Evaluation of Modeling Methods in Systems Analysis and Design 2003 Conference, 2004
D. E. Turk, L. R. Vijayasarathy, J. D. Clark
- Assessing the Value of Modeling in Database Development: A Research Agenda
2nd Annual Symposium on Research in Systems Analysis and Design, 2003
D. E. T, L. R. Vijayasarathy, J. D. Clark
- An Extension of the Technology Acceptance Model to B2C E-Commerce
Decision Sciences Institute Annual Meeting, 2002
L. R. Vijayasarathy
- Consumer Perspectives on Internet Taxation, Privacy, and Security
Decision Sciences Institute Annual Meeting, 2001
L. R. Vijayasarathy
- The Impact of Shopping Aids on Online Shopping Perceptions
Decision Sciences Institute Annual Meeting, 2000
L. R. Vijayasarathy, J. M. Jones
- Consumer Attitudes and Intentions towards Internet Catalog Shopping: The Impact of Product
Characteristics and Shopping Orientations
Decision Sciences Institute Annual Meeting, pages 335-337, 1999
L. R. Vijayasarathy, J. M. Jones

Perceptions of Internet Shopping: An Experimental Comparison of New Entrant and Established Catalogers

Developments in Marketing Science, Vol.22, No. 35, 1999

L. R. Vijayasathy, J. M. Jones

The Use of Pattern-Communication Tools and Team Pattern Recognition

IEEE Transactions on Professional Communication, Vol.48, No. 4, pages 377-390, 2005

Hayne C Stephen, Charles Smith, Leo R Vijayasathy

Internet Consumer Catalog Shopping: Findings from an Exploratory Study and Directions for Future Research

Internet Research, Vol.8, No. 4, pages 322-330, 1998

Joseph M Jones, Leo R Vijayasathy

The Effects of EDI on Market Channel Relationships in Retailing

Information & Management, Vol.33, No. 2, pages 73-86, 1997

Leo R Vijayasathy, Daniel Robey

Adoption factors and Electronic Data Interchange Use: A Survey of Retail Companies

International Journal of Retail & Distribution Management, Vol.25, No. 9, pages 286-292, 1997

Leo R Vijayasathy, Michael L Tyler

An Empirical Investigation of the Antecedents of Telecommunication-based Inter-organizational Systems

European Journal of Information Systems, Vol.3, No. 4, 1994

Rajiv Sabherwal, Leo R Vijayasathy

Organizational Integration and the Use of Telecommunication Technologies for Internal Links: An Empirical Investigation

Journal of High Technology Management Research, Vol.5, No. 1, pages 77-99, 1994

Leo R Vijayasathy, Rajiv Sabherwal

Perceptions of Conflict and Success in Information Systems Development Projects

Journal of Management Information Systems, Vol.10, No. 1, pages 123-139, 1993

Daniel Robey, Larry A Smith, Leo R Vijayasathy

An Empirical Investigation of Models versus Prototypes in Systems Development

Americas Conference on Information Systems, 2006

Daniel Turk, Leo R Vijayasathy, Clark Jon

Training for Collaboration and Cognitive Alignment

Americas Conference on Information Systems, 2005

Stephen C Hayne, Charles Smith, Leo R Vijayasathy

Technology Use in Supply Chain Management

IS OneWorld 2005, 2005

Leo R Vijayasathy

Use of Models in Programming: A Preliminary Investigation

IS OneWorld 2005, 2005

Leo R Vijayasathy, Jon Clark, Daniel Turk

Team Pattern Recognition: Sharing Cognitive Chunks under Time Pressure

Hawaii International Conference on System Sciences, 2005

Stephen Hayne, Charles Smith, Leo Vijayasathy

- Internet Shopping: Consumer Perceptions and Behavioral Intentions
Decision Sciences Institute Annual Meeting, 1998
Leo R Vijayarathy, Joseph M Jones
- Preliminary Results from an Experiment on Perceptions of Internet Catalog Shopping and Traditional Catalog Shopping
Decision Sciences Institute Annual Meeting, 1998
Joseph M Jones, Leo R Vijayarathy
- Perceptions of On-Line Shopping and Catalog Shopping
WebNet World Conference, 1998
Leo R Vijayarathy, Joseph M Jones
- Electronic Commerce - An IS Perspective
WebNet World Conference, 1998
Kevin Olson, Leo R Vijayarathy
- A Web-Mediated Opportunity for University-Corporate Partnership
International Business Schools Computing Association Annual Conference, 1998
C Green, R W Schrader, Leo R Vijayarathy
- Internet Measurement and Forecasting
Contemporary Business Readings, 1998
John Gochenouer, Leo R Vijayarathy
- Assessing MIS Journal Criteria: An AHP Evaluation
Decision Sciences Institute Annual Meeting, 1994
P J Kirs, K Muralidhar, Leo R Vijayarathy
- The Moderating Role of Need for Cognition on On-Line Shopping and Catalog Shopping
Decision Sciences Institute Annual Meeting, 1997
Leo R Vijayarathy, Joseph M Jones
- Training Methods and Learning Performance: A Comparison of Exploration-based and Instruction-based Training Strategies on Novice Users' Learning of a Computer System
Decision Sciences Institute Annual Meeting, 1993
Leo R Vijayarathy, P J Kirs
- Resource Dependence Theory: Implications for Inter-organizational Information Systems Research
Decision Sciences Institute Annual Meeting, 1993
Leo R Vijayarathy
- Agile Software Development: A Survey of Early Adopters
Journal of Information Technology Management, 2008
Leo R Vijayarathy, Daniel Turk
- Determinants of Agile Software Development Use: A Survey of Early Adopters
ISOneWorld 2009, 2009
Leo R Vijayarathy
- Antecedents and Consequences of Integration in the Supply Chain
International Decision Sciences Institute Conference, 2009
Leo R Vijayarathy
- The Value of Conceptual Modeling in Database Development: An Experimental Investigation
Evaluation of Modeling Methods in Systems Analysis and Design 2003 Conference, 2003
Daniel Turk, Leo R Vijayarathy, Jon Clark

BOOKS

Social and Cognitive Impacts of E-Commerce on Modern Organizations
Chapter(s) A Psychographic Approach to Segmenting the Electronic Shopper, pages 90-118
Idea Group Publishing, Editor Medhi Khosrow-Pour, 2004
L. R. Vijayasarathy

AWARDS, HONORS, AND GRANTS

- Research and Consulting Committee Grant-in-Aid Award from NDSU, 2000
- Research and Consulting Committee Grant-in-Aid Award from NDSU, 1999
- College of Business Administration Outstanding Research Award from NDSU, 1998
- College of Business Administration Outstanding Research Award from NDSU, 1997
- Mortar Board Award for Excellence in Academic Teaching from NDSU, 1998
- Mortar Board Award for Excellence in Academic Teaching from NDSU, 1997
- Participant, Doctoral Student Consortium from Decision Sciences Institute Annual Meeting, 1991
- Recipient, Outstanding Achievement in the Doctoral Program from Florida International University, 1989

MEMBERSHIPS

Association of Information Systems
Decision Sciences Institute

PRESENTATIONS

Chunking and Team Pattern Recognition
Information Systems' Special Interest Group on Cognitive Research Pre-ICIS Workshop, Seattle, Washington, December, 2003

L. R. Vijayasarathy

Information Technology in Supply Chain Management
34th Annual Meeting of the Decision Sciences Institute, Washington, District of Columbia, November, 2003

L. R. Vijayasarathy

An Extension of the Technology Acceptance Model to B2C E-Commerce
Decision Sciences Institute Annual Meeting, San Diego, California, November, 2002

L. R. Vijayasarathy

An Extension of the Technology Acceptance Model to B2C E-Commerce
Colorado State University College of Business Research Colloquium, Fort Collins, Colorado, February, 2002

L. R. Vijayasarathy

The Impact of Shopping Aids on Online Shopping Perceptions
Decision Sciences Institute Annual Meeting, Orlando, Florida, November, 2000

L. R. Vijayasarathy

Consumer Attitudes and Intentions towards Internet Catalog Shopping: The Impact of Product Characteristics and Shopping Orientations
Decision Sciences Institute Annual Meeting, New Orleans, Louisiana, November, 1999

L. R. Vijayasarathy

Outstanding in the Field: Get Connected

North Dakota Business Conference, North Dakota, October, 1999

L. R. Vijayasarathy

Technology Use and Supply Chain Performance

Decision Sciences Institute Annual Meeting, San Francisco, California, November, 2005

Leo R Vijayasarathy

Agile Software Development

Decision Sciences Institute Annual Meeting, San Antonio, Texas, November, 2006

Leo R Vijayasarathy

Integration in the Supply Chain

Decision Sciences Institute International Annual Meeting, Phoenix, Arizona, November, 2007

Leo R Vijayasarathy

Software Development Approaches: Conceptual Frameworks and Some Empirical Findings

Research Seminar Presentation - Indian Institute of Management, Bangalore, India, 2008

Leo R Vijayasarathy



To: Board of Governors, Colorado State University System

From: Marty Hanifin, Vice President for Finance & Administration

Date: June 5, 2013

Subject: FY14 Parking & Tuition Schedules

1. **Parking Fees:** A parking task force consisting of administrators and students met throughout FY13 to discuss parking & transportation issues. The proposed FY14 schedule of parking fees is the result of those meetings and represents the first parking increase since 2010. The proposed schedule has been reviewed and endorsed by the University Leadership Team, which consists of the President, Cabinet members, senior academic leaders, as well as student, administrative professional staff, and classified staff representatives.

The proposed fees generate revenue to keep up with costs to operate and maintain campus parking lots, enforcement, and parking administration. Most significantly, the increased revenue will help to build a parking & transportation fund balance sufficient to build a much-needed campus road to allow safe and efficient flow of traffic on the north end of campus.

2. **Tuition & Fees:** Colorado State University-Pueblo students will see ZERO increase in their tuition rates in the 2013-2014 academic year. The proposed schedule includes the State-approved \$2/credit hour increase (from \$62 to \$64) in the resident College Opportunity Fund. The proposed tuition schedule also enables Colorado State University-Pueblo to extend tuition allowances or discounts to facilitate enrollment in certain tuition-driven programs, e.g. high school concurrent enrollment.

Colorado State University System
 Board of Governors Meeting – June 20, 2013
 Action Item

MATTER FOR ACTION:

Fees: Colorado State University-Pueblo Parking Permit Increase

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approves an increase in annual student and faculty/staff parking permits to become effective July 2013.

EXPLANATION:

Presented by Marty Hanifin, Vice President for Finance and Administration

Parking Services is requesting an increase in annual student and faculty/staff parking permits. These proposed new permit costs are consistent with those of peer institutions and other Colorado institutions. The proposed increases in permits are expected to generate approximately \$90,000 per year in new revenue. Total revenue from parking permits account for 82% of the total annual revenues to Parking Services. Parking Services is not requesting an increase in parking fines at this time.

The proposed FY14 fee structure is below:

Cost of Parking Permits		FY 13	FY14 Proposed
Academic Year: (Fall, Spring, Summer)			
Student Permanent Decal		\$ 75.00	-
Student Hang Tag		\$ 100.00	\$ 100.00
Residence Hall Hang Tag		\$ 45.00	\$ 100.00
Concurrent High School Student		\$ 6.25 per mo.	\$ 8.33 per mo.
Green Vehicle Hang Tag Discount		\$ 60.00 (20% discount)	\$ 80.00 (20% discount)
Motorcycle Decal		\$ 37.00	\$ 40.00
Walking Stick Hang Tag		Free	\$ 100.00
Full-time Faculty & Staff Hang Tag		\$ 10.00 per mo.	\$ 12.00 per mo.
Part-time Faculty (Adjunct) & Staff Hang Tag		\$ 4.90 per mo.	\$ 5.00 per mo.
Full-time Faculty & Staff Green Vehicle Discount Hang Tag		\$ 8.00 per mo. w/ 20% discount	\$ 9.60 per month w/ 20% discount
Reserved Hang Tag		\$ 25.00 per mo.	\$ 30.00 per mo.
Spring and Summer			
Student Permanent Decal		\$ 37.00	-
Student Hang Tag		\$ 56.00	\$ 50.00
Residence Hall Hang Tag		\$ 22.50	\$ 50.00
Concurrent High School Student		\$ 6.25 per mo.	\$ 8.33 per mo.
Green Vehicle Decal Discount Hang Tag		\$ 30.00	\$ 40.00 (20% discount)
Motorcycle Decal		\$ 18.00	\$ 20.00
Walking Stick Hang Tag		Free	\$ 100.00
Full-time Faculty & Staff Hang Tag		\$ 10.00 per mo.	\$ 12.00 per mo.
Part-time Faculty (Adjunct) & Staff Hang Tag		\$ 4.90 per mo.	\$ 5.00 per mo.

Tag

Full-time Faculty & Staff Green Vehicle Discount Hang Tag	\$ 8.00	per mo. w/ 20% discount	\$ 9.60	per month w/ 20% discount
Reserved Hang Tag	\$ 25.00	per mo.	\$ 30.00	per mo.

Approved

Denied

Scott Johnson, Secretary

Date



COLORADO STATE UNIVERSITY - PUEBLO
2013-2014 ACADEMIC YEAR
Parking Fees

Approved Rates 2012-13	Proposed Rate 2013-14
---------------------------	--------------------------

Cost of Parking Permits

Academic Year: (Fall, Spring, Summer)

Student Permanent Decal	\$ 75	\$ -
Student Hang Tag	\$ 100	\$ 100
Residence Hall Hang Tag	\$ 45	\$ 100
Concurrent High School Student	\$ 6.25 per month	\$ 8.33 per month
Green Vehicle Hang Tag Discount	\$ 60 (20% discount)	\$ 80 (20% discount)
Motorcycle Decal	\$ 37	\$ 40
Walking Stick Hang Tag	Free	\$ 100
Full-time Faculty & Staff Hang Tag	\$ 10 per month	\$ 12 per month
Part-time Faculty (Adjunct) & Staff Hang Tag	\$ 4.90 per month	\$ 5 per month
Full-time Faculty & Staff Green Vehicle Discount Hang Tag	\$ 8 per month w/ 20% discount	\$ 9.60 per month w/ 20% discount
Reserved Hang Tag	\$ 25 per month	\$ 30 per month

Spring and Summer

Student Permanent Decal	\$ 37	\$ -
Student Hang Tag	\$ 56	\$ 50
Residence Hall Hang Tag	\$ 22.50	\$ 50
Concurrent High School Student	\$ 6.25 per month	\$ 8.33 per month
Green Vehicle Decal Discount Hang Tag	\$ 30	\$ 40 (20% discount)
Motorcycle Decal	\$ 18	\$ 20
Walking Stick Hang Tag	Free	\$ 100
Full-time Faculty & Staff Hang Tag	\$ 10 per month	\$ 12 per month
Part-time Faculty (Adjunct) & Staff Hang Tag	\$ 4.90 per month	\$ 5 per month
Full-time Faculty & Staff Green Vehicle Discount Hang Tag	\$ 8 per month w/ 20% discount	\$ 9.60 per month w/ 20% discount
Reserved Hang Tag	\$ 25 per month	\$ 30 per month



**COLORADO STATE UNIVERSITY - PUEBLO
2013-2014 ACADEMIC YEAR
TUITION RATE SCHEDULE ***

	Approved Tuition Rates 2012-13		Proposed Tuition Rates 2013-14	
	Resident	Non-Resident	Resident	Non-Resident
<u>UNDERGRADUATE TUITION</u>				
Student Share per credit hour, 1 - 12 credit hours	\$ 203.91	\$ 613.00	\$ 203.91	\$ 613.00
College Opportunity Fund (COF) Stipend	\$ 62.00	N/A	\$ 64.00	N/A
Published Rate per credit hour, 1 - 12 credit hours	\$ 265.91	\$ 613.00	\$ 267.91	\$ 613.00
13 - 18 Credit Hour Block - Student Share	\$ 100.00	\$ 184.00	\$ 100.00	\$ 184.00
No addition credit hour charge for 19+ credits				
<u>TEACHER EDU. PROG. GRADUATE TUITION</u>				
Published Rate per credit hour, 1 - 12 credit hours	\$ 213.96	\$ 698.61	\$ 213.96	\$ 698.61
Published Rate per credit hour, 13 - 18 credit hours	\$ 100.00	\$ 118.00	\$ 100.00	\$ 118.00
No addition credit hour charge for 19+ credits				
<u>ALL OTHER GRADUATE PROGRAM TUITION</u>				
Published Rate per credit hour, 1 - 12 credit hours	\$ 234.98	\$ 698.61	\$ 234.98	\$ 698.61
Published Rate per credit hour, 13 - 18 credit hours	\$ 100.00	\$ 118.00	\$ 100.00	\$ 118.00
No addition credit hour charge for 19+ credits				
<u>WESTERN UNDERGRADUATE EXCHANGE PROGRAM (WUE)</u> <i>(AK, AZ, CA, HI, ID, MT, ND, NM, NV, OR, SD, UT, WA, WY)</i>				
<u>OTHER STATE PROGRAMS (FL, KS, NE, OK, TX)</u>				
Published Rate per credit hour, 1 - 12 credit hours	N/A	\$ 398.87	N/A	\$ 398.87
13 - 18 Credit Hour Block	N/A	\$ 243.00	N/A	\$ 243.00
<u>DIFFERENTIAL UNDERGRADUATE TUITION (per credit hour)</u>				
Business Program	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Computer Information Science Program	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Engineering Program	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
Nursing Program	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00
<u>DIFFERENTIAL GRADUATE TUITION (per credit hour)</u>				
Business Program	\$ 91.00	\$ 91.00	\$ 91.00	\$ 91.00
Computer Information Science Program	\$ 91.00	\$ 91.00	\$ 91.00	\$ 91.00
Engineering Program	\$ 53.00	\$ 53.00	\$ 53.00	\$ 53.00
Nursing Program	\$ 53.00	\$ 53.00	\$ 53.00	\$ 53.00

*In order to facilitate CSU-Pueblo's participation in certain tuition driven programs, the University may extend the use of tuition allowances, discounts or program related awards.

Section

4

Consent Agenda

CSU System

- Approval of Fiscal Year 2013-14 and Fiscal Year 2014-15 Board Meeting Calendars
- Approval of Fiscal Year 2013-14 Committee Assignments
- Minutes of the May 2, 2013 Board of Governors Meeting
- Minutes of the May 2, 2013 Evaluation Committee Meeting
- Minutes of the May 2, 2013 Academic and Student Affairs Committee Meeting
- Minutes of the May 2, 2013 Audit and Finance Committee Meeting
- Minutes of the May 2, 2013 Real Estate/Facilities Committee Meeting
- Minutes of the May 3, 2013 Board of Governors Meeting

CSU-Pueblo

- Approval of Addition of Vice President of Student Services and Enrollment Management



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

Board Meeting Calendar for Fiscal Year 2013-2014

Revised and Adopted June 20, 2013

August 1-2, 2013: Pueblo, CO

October 3-4, 2013: Ft. Collins, CO

December 2-3, 2013: Denver, CO

February 12-14, 2014: Regular Meetings & Retreat/Location TBD

May 8-9, 2014: Ft. Collins, CO

June 19-20, 2014: Meeting/Retreat/Location TBD



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Board Meeting Calendar for Fiscal Year 2014-15

August 7-8, 2014: Pueblo, CO

October 2-3, 2014: Ft. Collins, CO

December 4-5, 2014: Denver, CO

February 4-6, 2015: Regular Meetings & Retreat/Location TBD

May 7-8, 2015: Ft. Collins, CO

June 18-19, 2015: Meeting/Retreat/Location TBD

**BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM
COMMITTEE ASSIGNMENTS – As of July 1, 2013**

STANDING COMMITTEES

Executive Committee

- Dorothy Horrell, Chair
- William Mosher, Vice Chair
- Dennis Flores, Treasurer
- Scott Johnson, Secretary
- Joseph Zimlich, At Large Member
- Michael Martin (assigned staff)

Evaluation Committee (*Voting Members*)

- Mary Lou Makepeace, Chair
- Mark Gustafson, Vice Chair
- Dennis Flores
- Ed Haselden
- Dorothy Horrell
- Scott Johnson
- William Mosher
- Rico Munn
- Joseph Zimlich
- Michael Nosler (assigned staff)

Academic and Student Affairs Committee

- Rico Munn, Chair
- Mary Lou Makepeace, Vice Chair
- Mark Gustafson
- Alexandra Bernasek, Faculty Representative, CSU-Fort Collins
- Ann Leslie Claesson, Faculty Representative, CSU-Global Campus
- Frank Zizza, Faculty Representative, CSU-Pueblo
- Vanessa Emerson, Student Representative, CSU-Pueblo
- Nigel Daniels, Student Representative, CSU-Fort Collins
- Jerry Purvis, Student Representative, CSU-Global Campus
- Rick Miranda (assigned staff)

Audit and Finance Committee

- Dennis Flores, Chair
- Joseph Zimlich, Vice Chair
- Ed Haselden
- Alexandra Bernasek, Faculty Representative, CSU-Fort Collins
- Nigel Daniels, Student Representative, CSU-Fort Collins
- Jerry Purvis, Student Representative, CSU-Global Campus
- Allison Horn (assigned staff)
- Rich Schweigert (assigned staff)

Real Estate/Facilities Committee

- Scott Johnson, Chair
- Bill Mosher, Vice Chair
- Ed Haselden
- Ann Leslie Claesson, Faculty Representative, CSU-Global Campus
- Vanessa Emerson, Student Representative, CSU-Pueblo
- Frank Zizza, Faculty Representative, CSU-Pueblo
- Kathleen Henry (assigned staff)

CSU-Pueblo Foundation Liaison

- Dennis Flores

CSU Foundation Liaison

- Dorothy Horrell

CSU Research Foundation Liaison

- Joseph Zimlich

Department of Higher Education Liaison

- Dorothy Horrell

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
Lory Student Center, Colorado State University, Fort Collins
May 2, 2013**

CALL TO ORDER

Chair Joseph Zimlich called to order the Board of Governors meeting at 8:10 a.m.

ROLL

Governors present: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Treasurer; Dennis Flores; Mark Gustafson; Scott Johnson; William Mosher (via telephone); Demetri “Rico” Munn; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Carole Makela, Faculty Representative, CSU-Fort Collins; Regina Martel, Student Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

Administrators present: 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.

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

Chair Zimlich convened the meeting and asked CSUS General Counsel Michael Nosler to administer the Oath of Office for new Board members Mark Gustafson, Rico Munn and Bill Mosher. General Counsel Nosler read the oath for new Board members and asked for their affirmation. Governor Gustafson, Governor Munn and Governor Mosher responded affirmatively and were given copies of the oath to sign. Chair Zimlich stated the new Board members will be formally introduced at the May 3rd Board meeting.

Chair Zimlich explained the nomination process for the Board officers who would take office upon adjournment of the Board meeting on May 3rd. The newly elected Chair will work with the Board members to develop the committee assignments to be ratified the next day. Chair Zimlich asked for nominations for officers.

Motion/Action: Governor Haselden made the motion to nominate the following slate of officers: Dorothy Horrell, Chair; Bill Mosher, Vice Chair; Dennis Flores, Treasurer; and Scott Johnson, Secretary. Governor Munn seconded the motion. Chair Zimlich asked the nominees if they were willing to serve and each responded affirmatively. With no further conversation offered, Chair Zimlich called for the vote and the motion was carried unanimously.

Chair Zimlich explained there was no further business to conduct during this portion of the Board meeting and the regular business meeting would be reconvened on May 3rd. **Motion/Action:** Governor Johnson moved to adjourn; the motion was seconded and carried unanimously. The meeting adjourned at 8:16 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
EVALUATION COMMITTEE MEETING MINUTES
Lory Student Center, Colorado State University, Fort Collins
May 2, 2013**

CALL TO ORDER

Committee Chair Dennis Flores called to order the Evaluation Committee meeting at 8:17 a.m.

ROLL

Governors present: Dennis Flores, Committee Chair; Mark Gustafson; Ed Haselden; Dorothy Horrell; Scott Johnson; William Mosher (via telephone); Demetri “Rico” Munn; Joseph Zimlich; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Carole Makela, Faculty Representative, CSU-Fort Collins; Regina Martel, Student Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

Administrators present: 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.

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

Motion/Action: Governor Flores convened the meeting and made the motion to convene in Executive Session. Governor Horrell seconded and the motion carried unanimously. General Counsel Nosler read the meeting into Executive meeting for the purpose of discussing and evaluating public officials and professional staff employees of the Board relating to all matters set forth and made confidential pursuant to C.R.S. § 24-6-402 (3) (b) (I) (2012). Nonvoting members and staff were dismissed from the meeting.

The Evaluation Committee meeting concluded the Executive Session and adjourned the meeting at 9:55 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES
Lory Student Center, Colorado State University, Fort Collins
May 2, 2013**

CALL TO ORDER

Committee Chair Dorothy Horrell called to order the Academic and Student Affairs Committee meeting at 10:06 a.m.

ROLL

Committee members present: Dorothy Horrell, Committee Chair; Dennis Flores; Carole Makela; Richard Weinberger; Frank Zizza; Kandi Brown; Logan Gogarty; Regina Martel; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins (assigned staff).

Governors present: Mark Gustafson; Ed Haselden; Scott Johnson; Demetri "Rico" Munn; Joseph Zimlich.

Administrators present: 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.

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

Guests: Lauren Anuskewicz, Senior Director of Engagement, CSU-Global Campus; Jon Bellum, Provost, CSU-Global Campus; David Bradford, Director, University Parking Services, CSU-Fort Collins; Jean Christman, Associate Attorney, Office of General Counsel, CSU-Fort Collins; Nigel Daniels, ASCSU President-Elect, CSU-Fort Collins; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; 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; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation; Michael Hooker, Executive Director, Public Relations, CSU-Fort Collins; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Steven Hultin, Facilities Director, CSU-Fort Collins; Nancy Hurt, Interim Director, Real Estate Office, CSU Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Alan Lamborn, Vice Provost for Undergraduate Affairs, CSU-Fort Collins, Jennifer Mullen, Chief of Staff, CSU-Pueblo; Thomas J. Milligan, Vice President for External Affairs, CSU-Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global Campus; Paul Thayer, Associate Vice President for Student Affairs and Special Assistant to the Provost for Retention

Committee Chair Horrell reviewed the agenda that included two new degree proposals, several consent agenda items, campus reports, and an Access to Success presentation. She asked Dr. Rick Miranda, CSUS Chief Academic Officer, to explain the new degrees.

New Degree Programs

Colorado State University-Fort Collins: Dr. Miranda explained the process for new degrees at CSU-Fort Collins and noted the CSU-Fort Collins Faculty Council had one more step to complete before final approval was given on the new Plan C Master in Computer Information Systems degree program. In order to not delay implementation, the new degree was being presented for discussion and preliminary approval by the Academic and Student Affairs Committee to move forward for action by the Board of Governors after final approval by the Faculty Council.

Dr. Miranda reported the Plan C Master in Computer Information Systems degree program in the College of Business would replace the currently offered MSBA-CIS (Plan A/Plan B). The rationale for the new program is to offer a master's degree that more closely meets the market demand. Within the state of Colorado there are several graduate degrees in computer science, but only one other such master level degree in the computer information systems. There would be little additional impact on the curriculum and the new degree program provides more options to focus on specialty areas within the degree.

In response to a question from Governor Flores, Dr. Miranda explained the differences in the process between receiving such a degree online compared to a traditional university setting. **Motion/Action:** The motion was made, seconded and carried to move the new degree program forward positively for action by the Board at the appropriate time contingent on final approval by the Faculty Council.

Colorado State University-Global Campus: Dr. Miranda asked Dr. Jon Bellum, Provost, CSU-Global Campus, to review the proposed new Master of Information Technology Management degree program. Dr. Bellum explained the analysis process to determine need that included focus groups and enrollment in the undergraduate program. No state public institution offers the same degree; Regis University offers a similar degree, and comparisons were made with out-of-state institutions. With the remaining approvals to be received and completion of the coursework development, Dr. Bellum indicated the projected start date would be in Fall 2013. Most of the coursework has already been developed and there is a small overlap with core management courses.

Governor Zizza inquired as to how faculty resources are evaluated in terms of the faculty's terminal degrees. Dr. Bellum explained a majority of the faculty has similar information technology management degrees and a smaller number have computer science degrees. **Motion/Action:** With no further discussion, the motion to move the new Master of Information Technology degree program forward for Board approval was made, seconded and carried.

Miscellaneous Items:

Colorado State University-Fort Collins: Dr. Miranda reported there were 4,186 degree candidates for Spring and Summer 2013, which is approximately equivalent to the previous year. **Motion/Action:** Governor Flores moved to forward the approval of the degree candidates on the consent agenda. The motion was seconded and carried.

Dr. Miranda explained the Graduate Degree in Public Health currently exists under the administration of the Graduate School and is offered through the Colorado School of Public Health with a consortial arrangement between Colorado State University, the University of Colorado Denver, and the University of Northern Colorado. The arrangement provides for joint advertising of the degree with separate curricula to help manage public health degrees as stand-alone degrees and to facilitate transfers from other campuses. There will be no changes in the CSU degree program. As an interdisciplinary degree, the establishment of the Special Academic Unit – Graduate Degree in Public Health will set up the

mechanism to increase the administrative structure, identify faculty and provide oversight. The distinctiveness of the CSU master's degree in Public Health is the special focus on environmental health and epidemiology. **Motion/Action:** The motion to move forward the Special Academic Unit for Board approval on the consent agenda was made, seconded and carried.

Dr. Miranda explained the proposed revisions to the Colorado State University Student Conduct Code are relative to the final disposition of decisions made through the hearing process by providing an additional set of reviews for cases with a high level of gravity or controversy, such as either a suspension or expulsion, or sexual harassment or sexual misconduct cases. The changes provide an additional level of accountability and more involvement by the Director of the Office of Equal Opportunity and legal counsel.

Mr. Josh Zugish, an attorney in the CSUS Office of the General Counsel, explained that cases of sexual misconduct and sexual harassment are factual from a legal standpoint and are highly charged emotionally. The additional level of review ensures the final outcome is appropriate based on the complexities and is in line with best practices.

Committee Chair Horrell asked Governor Martel for input on the changes. Governor Martel responded that the student's perspective will still be kept in the appeal process and the students support another level of accountability. **Motion/Action:** Governor Flores moved to forward the revisions in the CSU Student Conduct Code to the Board for approval. The motion was seconded and carried.

Colorado State University-Pueblo: Dr. Miranda reported the proposed changes in the Colorado State University-Pueblo Faculty Handbook have been vetted through the appropriate due process and indicated he had no concerns with the revisions. Dr. Rick Kreminski, Interim Provost, CSU-Pueblo, was asked to review the changes.

Dr. Kreminski reviewed the six items for change in the CSU-Pueblo Faculty Handbook: (1) amending the Department Chair selection process; (2) revision of the conflict of interest disclosure procedure to be completed annually; (3) revision to the language in the constitution and bylaws regarding the handbook amendment procedure; (4) deletion of references to the Charter School; (5) amending language pertaining to faculty employment; and (6) updating the university librarian rank qualifications for initial appointment and promotion experience levels. Ms. Johnna Doyle, CSUS Deputy General Counsel, explained the changes in the language for faculty employment were to clarify the at-will employment status of titled academic faculty and thus to replace all references to contracts.

Committee Chair Horrell confirmed with CSUS General Counsel Nosler that all six items could be adopted in one motion. **Motion/action:** The motion was made to carry forward all six CSU-Pueblo Faculty Handbook Amendments for approval by the Board on the consent agenda. The motion was seconded and carried. Governor Zizza thanked Ms. Doyle for her assistance in revising the Faculty Handbook and indicated more changes would be forthcoming.

Dr. Kreminski reported there were 575 Baccalaureate and 65 Master's degrees for the spring 2013 semester that were vetted and to be conferred by CSU-Pueblo at the May commencement. Annually there are between 700 and 800 degrees awarded by CSU-Pueblo. **Motion/action:** Governor Flores moved to forward approval of the degree candidates by the Board on the consent agenda. Governor Gustafson and the motion carried.

Colorado State University-Global Campus: Dr. Bellum reported that the CSU-Global Campus confers degrees approximately every two months and was seeking approval of 191 graduates for the Spring A

term (ending 4/28/13). **Motion/Action:** Governor Flores moved to forward the approval of the degrees by the Board on the consent agenda. The motion was seconded and carried.

Report Items

Colorado State University-Fort Collins: Dr. Miranda reviewed the academic programs in the 2013-14 special accreditation schedule. The university's ten-year accreditation through the Higher Learning Commission will be completed in 2014 with the self-study due next summer and the site visit schedule for November.

President Tony Frank provided background on the promotion and tenure report included in the meeting materials by explaining the thorough process that begins with hiring and extends through six years of annual evaluations and a mid-point review. Dr. Miranda confirmed that the promotions and tenure would be effective July 1, 2013. When asked about the large increase in the number of candidates in 2011, Dr. Miranda explained that 2007 was a big hiring year followed by a reduction during the economic downturn. Committee Chair Horrell offered congratulations on behalf of the Board to the faculty receiving promotions and tenure.

Colorado State University-Pueblo: Dr. Kreminski reviewed the accreditation schedule for CSU-Pueblo with the only formal program accreditation to be completed in 2013-14 in the Malik and Seeme Hasan School Business by the Association of Advance Collegiate Schools of Business (AACSB). The next Higher Learning Commission accreditation for CSU-Pueblo will be in 2016-17.

Dr. Kreminski explained that the Board had delegated to the campus presidents the ability to appoint emeritus status. The CSU-Pueblo emeritus rank designation report provided in the Board book included the biographies of the three retired faculty to be appointed emeritus status who were all long-standing faculty members averaging 40+ years of service.

Access to Success Presentation

Committee Chair Horrell reported the final agenda item was a presentation on the Access to Success initiative in which each of the three campuses is involved. Dr. Miranda added the CSU System as a system also belongs to the national effort. He introduced Dr. Paul Thayer, Associate Vice President for Student Affairs and Special to the Provost for Retention, who is the CSUS liaison to the national program.

CSUS System: Dr. Thayer provided an overview of the collaborative initiative created in 2007 through the National Association of System Head (NASH) and funded through the Education Trust with support from Lumina and Gates Foundations. Access to Success (A2S) exists for two purposes: (1) to increase the number of degree candidates and (2) to reduce by half the graduation gaps for low income and minority students. There are 22 systems in A2S with Colorado State University being the only system from Colorado. A2S is a large scale initiative that uses local relevance to set goals with a common commitment to student success and graduation rates.

Dr. Thayer shared the dimensions and the diversity of the systems in A2S and reported the CSU System became a member in 2011. The current areas of focus are on system delivery and a data-informed strategy with pro-active intervention to assist with student success. In 2010, a partner association, The Education Delivery Institute (EDI), was created to guide systems with a delivery approach that allows systems to modify and make adaptations for their cultures.

Dr. Thayer explained how the CSU System's A2S initiative is organized through campus teams that drive the activities, commitment and involvement across the campuses. Rebecca Martin, the EDI Deputy Director, is the national liaison to the CSU System and will be visiting all three campuses in June. Dr. Thayer provided an overview of the A2S activities within the CSU System since Fall 2011. Nationally there have been six different meetings that provided value through national expertise, discussion and visibility.

Dr. Thayer explained that each campus has its own A2S goals. Additionally each campus contributes to a cross-institution system level goal. He noted the historical commitment of the campuses to student success and to reducing the graduation gaps. Dr. Thayer asked each of the campuses to provide examples of their A2S initiatives.

CSU-Pueblo: Dr. Kreminski reported that the primary focus of CSU-Pueblo is on retention initiatives for at-risk students. An outside consultant has been facilitating the efforts through different work groups. Examples of these efforts include streamlining processes to get more information to students, such as on financial aid accessibility with financial aid workshops for students and families during orientation, job fairs during the last orientation to provide information for on-campus employment, and other financial aid-related initiatives.

Dr. Kreminski explained initiatives are being implemented to address students at-risk academically, such as a math pilot project under the direction of Governor Zizza. The early alert process is being streamlined and automated to ensure faculty are receiving and utilizing the information. Other initiatives include consolidating tutoring services, listing tutoring services on the web site, and potentially training tutors. Expanding the Honors Program has had an impact on retention by doubling the cohort. During March, 120 faculty and staff participated in two days of customer workshops offered on the CSU-Pueblo campus.

Dr. Kreminski reported A2S is being incorporated into the new five-year strategic plan that is being developed. The strategic plan will focus on recruitment, retention and graduation.

CSU-Global Campus: Dr. Bellum expressed appreciation to be part of A2S and commented that A2S aligns with the CSU-Global Campus strategic plan. The Student Advancement Committee at CSU-Global is focused on student success and retention. A2S provides an opportunity to look outside the committee's usual scope and understand what is happening within the CSU System, the other campuses, and EDI.

Dr. Bellum explained CSU-Global Campus is a data-driven organization and the retention dashboard was developed based on student's first course. Efforts can then be made to keep the student engaged on a continuous basis and assist the student in getting to the second, third and fourth course. The retention dashboard is updated after every term; provides quick data; is examined for effectiveness and modifications if necessary; and provides a point to understand where students slow down. Students with associate degrees generally begin to slow down at 18 months and additional interventions can be utilized to get them engaged to assist with degree completion.

Dr. Bellum reported other interventions include common courses to start undergraduate degrees and common courses are being developed for the graduate level. At the graduate level, there is a requirement for two videoconferencing sessions. The first videoconferencing session is during the first week and provides an opportunity to decrease anxiety. The second videoconferencing session is at the beginning of the final project and again provides an opportunity for faculty to assist with decreasing anxiety and to provide coaching.

CSU-Fort Collins: Dr. Alan Lamborn, Vice Provost for Undergraduate Affairs, CSU-Fort Collins, commented on how literature for undergraduate success shows contextual patterns for predicting student success. While the CSU System has three different institutions, the A2S was an opportunity to work together for common goals and to examine the contextual patterns to plan both at the institutional and system level. Dr. Lamborn provided an historical overview of the Student Success Initiatives (SSI) at CSU beginning with the adoption of the student success plan in May 2006; the development of phase 1 (SSI1); and the directive by President Frank to double the success rate in phase 2 (SSI2).

Dr. Lamborn explained the value in joining the national A2S movement at the planning level was provided in two critical ways: (1) providing focus intentionally on delivery and (2) leading indicators to focus institutional research with comparisons to other institutions nationally. Under the direction of Dr. Miranda, a Student Success Initiative Committee was created to provide an all-campus focus as CSU moves into SSI2.

To illustrate utilizing the leading indicators approach, Dr. Lamborn explained that a comparison of first time incoming freshmen who complete 24 or fewer credits with a C or better grade and do not complete the foundational math and composition courses within the first 24 credits to students who complete 30 credits, including the foundational math and composition courses, there is a 46% increase in the probability that the latter will graduate. The example is correlational and the results are at the aggregate statistical level with 160 different subsets run, all resulting in the range of 45% to 46%.

Dr. Lamborn remarked that A2S has been helpful with both the national network and within the CSU System. He noted the Board and Chancellor should feel positive for encouraging the effort collectively.

Chancellor Martin expressed appreciation for the work being done and noted that student success is the biggest crisis facing the nation due to two reasons. The first reason is the retirement of the Baby Boomers without replacing workers at a fast enough pace. Secondly, with reduction in state aid to universities, students are assuming a bigger burden, with the problem of students not only incurring debt, but incurring the debt without graduating and therefore not having the capacity to pay the debt. He remarked that Colorado is ranked #2 in the most educated states, but ranks 29th in student success. The CSU System is demonstrating leadership in addressing student success not only within the System, but also for Colorado as a system with a small “s”.

Governor Zizza expressed appreciation for the opportunity to learn about the A2S efforts occurring within the CSU System and the three campuses. He suggested that the system goal of 60 incremental credits should be further refined.

Governor Munn inquired on the work of the faculty in the A2S initiatives since faculty is the ultimate delivery system. Dr. Thayer agreed that faculty has a central role and is at the core of student success. Faculty engages and influences students in a variety of ways. The CSU-Fort Collins campus has actively embarked on the investigation of the science of learning in order to engage students and to utilize the data to redesign courses. Governor Munn noted that the conversation needs to be linked to promotion and tenure in order to see changes.

Committee Chair Horrell inquired on the timeframe of the commitment by the foundations providing support at the national level. Dr. Thayer indicated the original goal was by 2015. Committee Chair Horrell asked if A2S was not continued at the national level, what would need to be done to institutionalize A2S within the CSU System. Chancellor Martin responded that fundamentally the commitment has been made. Dr. Thayer indicated that steps are in place and benchmark courses are being

established with monitoring. President Frank noted three of the stretch goals that were previously established address retention, graduation rates, and gaps.

Committee Chair Horrell commented that it would be appropriate for the Academic and Student Affairs Committee to receive a progress report at some future date. She expressed appreciation for Dr. Thayer's leadership, noting he is a long-time advocate for students and the state, and he always represents CSU well. Dr. Thayer thanked the Board, the Chancellor and the presidents for their support.

Committee Chair Horrell thanked Dr. Kreminski for his dedicated service and effective leadership as the Interim Provost at CSU-Pueblo.

With no further business to conduct, the Academic and Student Affairs Committee meeting was adjourned at 12:17 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT AND FINANCE COMMITTEE MEETING MINUTES
Lory Student Center, Colorado State University, Fort Collins
May 2, 2013**

CALL TO ORDER

Committee Chair Haselden called to order the Audit and Finance Committee meeting at 12:46 p.m.

ROLL

Committee members present: Ed Haselden, Committee Chair; Dennis Flores; Carole Makela; Richard Weinberger; Allison Horn, CSUS Director of Internal Auditing (assigned staff); Rich Schweigert, CSUS Chief Financial Officer (assigned staff).

Governors present: Mark Gustafson; Dorothy Horrell; Scott Johnson; Demetri “Rico” Munn; Joseph Zimlich; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins; Frank Zizza, Faculty Representative, CSU-Pueblo.

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; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins.

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

Guests: Lauren Anuskewicz, Senior Director of Engagement, CSU-Global Campus; Jon Bellum, Provost, CSU-Global Campus; David Bradford, Director, University Parking Services, CSU-Fort Collins; Jean Christman, Associate Attorney, Office of General Counsel, CSU-Fort Collins; Nigel Daniels, ASCSU President-Elect, CSU-Fort Collins; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; 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; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation; Michael Hooker, Executive Director, Public Relations, CSU-Fort Collins; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Steven Hultin, Facilities Director, CSU-Fort Collins; Nancy Hurt, Interim Director, Real Estate Office, CSU Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Alan Lamborn, Vice Provost for Undergraduate Affairs, CSU-Fort Collins, Jennifer Mullen, Chief of Staff, CSU-Pueblo; Thomas J. Milligan, Vice President for External Affairs, CSU-Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global Campus; Paul Thayer, Associate Vice President for Student Affairs and Special Assistant to the Provost for Retention.

AUDIT REPORT

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

Status of FY 2012-13 Audit Plan: Ms. Horn reported three reports were issued since the last Board meeting with no red flags: CVMBS Dept. of Environmental & Radiological Health Sciences, IT–RamTech, and the Warner College of Natural Resources. Two CSU Extension Office audits were completed, one of which was Larimer County at the request of the CSU Extension Business Officer. The CSU Extension Business Officer, who wanted more audits and offered assistance, completed a check list audit at the Pueblo office. Internal Auditing is gathering all of the CSU Extension Office reports and will provide a summary with the annual report. Ms. Horn reviewed the four audits in process: Research Innovation Center and NCAA Compliance at CSU-Fort Collins; Student Financial Services at CSU-Global Campus; and Continuing Education at CSU-Pueblo.

Overdue Recommendations: Ms. Horn reported that a few target dates were modified since they were originally established. Such modification reflects the complexity of the actions undertaken by management; and does not indicate any issues with management's response to audit recommendations. The strategic partnership for the Telecommunications-Cell Phones audit has been finalized and the administration portion should be completed by the end of July. The CSU-Pueblo Supplemental Pay audit was moving forward with no red flags. The final review and certification will be completed on the Quali implementation that was a major project with an extensive review.

Update on Internal Audit Office: Ms. Horn explained the follow-up process for recommendations is undergoing refinement to ensure the same information is available to both parties at the same time. The Internal Auditing self-assessment has been completed and will be reviewed by an auditor from the University of Colorado in May to provide external validation. Candice Bridgers, the new auditor at CSU-Pueblo, began March 25th, and Nelson Bultmann, the new auditor at CSU-Fort Collins, began May 1st. Technology tools are being evaluated to improve efficiency and responsiveness, and to assist in compliance with professional standards.

FINANCE REPORT

FY 2014 Budget: Mr. Rich Schweigert reviewed the statutory requirements and historical precedents for the Board's approval of the budget and related items. Once approved, the budget will be shared with the Department of Higher Education and Colorado Commission on Higher Education (CCHE). The CSU-Fort Collins and CSU-Pueblo Educational & General Expense (E&G) budgets were to be presented with the incremental increases highlighted. Quarterly income statements for CSU-Global Campus were to be presented to provide a complete financial picture. At the June meeting, the CSUS year-end financials will be brought to the Board.

Governor Zimlich remarked that the total CSU System has revenue and expenses of approximately \$1 billion and explained, given the complexity and size of the budget, the Board's focus is largely on changes from the previous year. He inquired as to whether there were timing issues as in the previous year. Mr. Schweigert responded the resolution for approval of the changes in the special course fees stipulates thirty days before going into effect.

Mr. Schweigert reported the State legislature finished the Long Bill on time and the budget reflects the allocation for the CSU System. State funding is provided through a per credit hour stipend for undergraduate resident students that is based on enrollment and through fee for service contracts (FFS/COF). State funding for higher education has decreased in recent years from \$147 million to \$103 million, but \$30 million in new funding has been added from the state funding reserve. Mr. Schweigert reviewed the summary of incremental E&G budget increases for FY 2014.

Mr. Schweigert recounted the budgetary challenges for FY 2013 at CSU-Pueblo that will carry forward through FY 2014 for total shortfall of \$5 million. He summarized the financial support provided in FY 2013 and noted that in FY 2014 CSU-Pueblo will receive an increase of \$1 million in combined FFS/COF funding. The CSU System Office and the other CSUS campuses continue to work closely with CSU-Pueblo to address the budgetary issues. Chancellor Martin added that the sister institutions have been constructive participants in the problem solving, demonstrating the value of being a system.

Mr. Schweigert pointed out the summary page for the CSU-Fort Collins' FY 2014 tuition rates, differential tuition rates, and related schedules included in the Board book. Beginning in August 2012, the Board has received regular updates on the budgeting process. Two of the three CSU System campuses will not be increasing tuition in FY 2014. The resident, undergraduate tuition at CSU-Fort Collins will increase by 9% and student fees will increase by 2.6%. The CSU-Pueblo tuition summary reflects the decision to not increase tuition in FY 2014 and increases in the differential tuition rates are the same as in FY 2013. Tuition rates for CSU-Global Campus are set at the maximum approved by the Board and will not be increased in FY 2014. A resident, undergraduate tuition and fee history for CSU-Fort Collins and CSU-Pueblo was provided in the Board book. Cost of attendance information that includes increases in room and board and fees reflects a 6.2% increase at CSU-Fort Collins and 1.7% at CSU-Pueblo.

There was discussion on state priorities and the reduction in state funding in Colorado and nationally. While the price for the consumer is increasing, adjusted for inflation, CSU-Fort Collins is maintaining its position relative to peer institutions. With no raises for a three-year period and increased tuition to adjust for reductions in state support, Chancellor Martin noted that faculty, staff and individuals are covering a greater portion of the cost of higher education. Mr. Schweigert asked the campus presidents to review their individual budgets.

CSU-Fort Collins: President Tony Frank reported few changes have occurred since the draft budget was first presented in August 2012. A breakdown by tuition rates, the changes in tuition and differential tuition increases, and the impact of additional state funding was provided under new resources. President Frank explained the differential tuition and graduate program charges were generally a pass-through to fund academic units. New expenses included a 3% increase in salaries and benefits, and an investment in commitments/quality enhancement to support key academic areas and need-based financial aid to support the Commitment to Colorado.

President Frank reviewed the tuition assumptions and explained how fees undergo a thorough review process. Housing and dining rates are compared to private sectors and other institutions within the state and peer institutions. The differential tuition rates are in the third and final year and will be monitored in future years against the national market. Detailed information was provided in the Board book on the special fees that are high expense items associated with specific courses. President Frank remarked that the special fees tend to fluctuate and there is a high level of oversight on the special fees.

President Frank explained that the budget is conservative and based on flat enrollment and that unbudgeted enrollment revenue during the past has been set up in reserves for one time expenditures and controlled maintenance. The \$5.4 million in unbudgeted enrollment growth in 2013 was not added to the 2014 budget, but will be added as ongoing enrollment in the following year.

CSU-Pueblo: President Di Mare reported two years of the incremental budget were being provided to demonstrate the commitment to address the shortfall. She asked Martin Hanifen, Vice President for Finance and Administration at CSU-Pueblo, to review the budget. Mr. Hanifen expressed appreciation for the support of the CSU System and the sister institutions.

Mr. Hanifen recapped the efforts to bring down expenses during FY 2013 and the need for \$1.8 million in bridge support in FY 2014. The FY 2014 budget was based on conservative enrollment with a forecasted reduction. Revenues included an increase in COF funding and a commitment of \$500,000 in reserves. Mr. Hanifen reviewed expenses line by line for FY 2014 and FY 2015.

When asked about enrollment, Mr. Hanifen explained that currently enrollment was 4,130 with a projected reduction to 4,000 in 2014 and an increase to 4,360 in 2015. Governor Flores inquired about marketing efforts. President Di Mare indicated that a Marketing Task Force has been established and an effective marketing plan is being developed and implemented. She shared some of the marketing efforts being utilized and reported the marketing plan would be shared with the Board at the June retreat. A retention consultant was retained and faculty, staff and students have been involved in retention efforts. Governor Zizza commented on efforts by students to increase the yield of students for the fall and acknowledged Dr. Kreminski for making telephone calls to get commitments.

When asked about necessary IT improvements, Mr. Hanifen explained improvements were temporarily suspended due to the financial situation; there were challenges with the current customized AIS system; an integrated shared data system is needed; and collaboration is being done with the other campuses. President Di Mare indicated CSU-Pueblo continues to examine ways to address the IT issues. Mr. Schweigert explained how CSU-Fort Collins moved to a platform called Quali with shareware that continues to be developed by other universities and, when available, the modules are shared.

Committee Chair Haselden acknowledged the efforts of President Di Mare and her staff. Chancellor Martin commented on the cultural and attitudinal shifts that have occurred at CSU-Pueblo and expressed confidence in their efforts.

Governor Flores inquired if furloughs or more layoffs were being considered. President Di Mare responded that the University Budget Board (UBB), composed of faculty and staff, was willing to consider mandatory or voluntary furloughs. She commended the UBB who were charged in October to provide a budget report that was completed and shared with the whole campus in April.

CSU-Global Campus: Mr. Schweigert pointed out the FY 2013 third quarter income statement provided in the Board book indicates that CSU-Global Campus is ahead of budget. President Takeda-Tinker noted this was the first Board meeting that CSU-Global Campus would present its budget with the sister campuses. A video providing a five-year history, from inception to the present, and the CSU-Global Campus business plan was presented. President Takeda-Tinker introduced the CSU-Global staff present: Dr. Jon Bellum, Provost; Gus Skinner, Vice President of Finance; and Lauren Anuskewicz, Director of Student Engagement.

Governor Horrell inquired as to what lessons CSU-Global Campus might draw from the University of Phoenix. President Takeda-Tinker explained that the University of Phoenix's mission was access whereas CSU-Global Campus is focused on success, degree completion, and employment.

Governor Flores commended CSU-Global Campus on its marketing that is focused on the nontraditional student and inquired as to whether there is a market of freshmen who are not being attracted. President Takeda-Tinker responded there has been some discussion on the issue, but the strategic mission has been focused on degree completion for the nontraditional adult learner. With a target audience that is getting younger and high school graduates who have obtained credits, funds will be utilized in the next year to enhance the curriculum with the technology utilized by this student group should there be an opportunity to enhance the mission.

President Takeda-Tinker explained the three-year window to be at the forefront and to continue to grow enrollment, and the changes that have occurred, i.e., merging student advising with financial aid that has improved communication with students. Enrollment projections for the next year are aggressive and tuition packaging is in place. CSU-Global Campus is on-track to exceed May starts and ready for the July starts.

When asked how coursework was established, President Takeda-Tinker explained how labor statistics and other research is analyzed to determine all degrees and specializations where there is double digit growth in employment and applicability to the workforce. She noted she is working with two universities on outsourcing and CSU-Global Campus has had good success with organizational training.

CSU System: Mr. Schweigert reported there are a total of 29 CSU System Office (CSUS) staff, of which 20 employees are on the campuses in Internal Auditing and the Office of the General Counsel. Expenses have gone down and 1% of the overall total budget is for the CSUS Office

Motion/Action: Committee Chair Haselden moved to advance for formal action by the Board approval of the FY 2013-14 E&G operating budget incremental increases and expenditures along with approval of all tuition, tuition differential, fees, fee policies, room and board, dining and other rates and charges. Governor Flores seconded and the motion was carried.

Motion/Action: Committee Chair Haselden moved to advance for formal action by the Board approval of the special courses fees for FY 2013-14. Governor Flores seconded and the motion was passed.

Motion/Action: Committee Chair moved to advance for formal action by the Board approval of the charges for technology for FY 2013-14. Governor Flores seconded and the motion was carried.

FY 2015 Capital Construction Prioritization List: Mr. Schweigert explained the annual requirement to present a state-funded prioritized capital construction list and outlined the priorities that may change in order. The FY 2013-14 capital construction list and a list of potential cash-funded projects were also provided. With favorable bond interest rates, a list of projects for funding consideration will be presented at a future Board meeting. **Motion/Action:** Committee Chair Haselden moved to forward for formal action by the Board the FY 2014-15 capital construction prioritization list. Governor Flores seconded and the motion was passed.

Governor Zimlich commented on how the next fiscal year budget process will begin in August and that the Board will receive updates at every meeting. He suggested that, in the future, all three campuses utilize a similar format to look like a system and to provide a better understanding by the Board with a familiar and consistent format.

CSU-Fort Collins Parking Fees: Mr. Schweigert reported parking fee changes for CSU-Pueblo would be addressed at the next Board meeting. President Frank explained the statutory requirement for the Board to approve any fee changes for parking and transportation. Ms. Amy Parsons, Vice President for Operations, CSU-Fort Collins, explained the request to increase parking fines and fee increases for parking meter/pay stations and parking permits to be effective July 1st. There would be no increase for parking permits and there is no parking fine for the first violation. The additional revenue would be used to fund alternative transportation initiatives. **Motion/Action:** Governor Flores moved to forward for Board approval the action item to increase in parking fines and fee increases for parking meter/pay stations. Committee Chair Haselden seconded and the motion was passed.

Defined Contribution Plan: General Counsel Nosler explained the action item to delegate the administrator duties to the Chancellor for the CSU-Pueblo defined benefit plan for retirement that covers employees at CSU-Pueblo, CSU-Global Campus and CSU System. The plan designates the President of CSU-Pueblo and the Board as co-administrators and requires periodical review of the investment funding vehicles. There was discussion on fiduciary responsibility and liability, the administrator for the CSU-Fort Collins defined contribution plan, and the requirement for the Chancellor to report to the Board on significant actions taken. **Motion/Action:** Committee Chair Haselden moved to forward the action item to the Board for approval. Governor Flores seconded and the motion carried.

With no further business to conduct, the Audit and Finance Committee meeting was adjourned at 3:04 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES
Lory Student Center, Colorado State University, Fort Collins
May 2, 2013**

CALL TO ORDER

Committee Chair Johnson called to order the Real Estate/Facilities Committee meeting at 3:18 p.m.

ROLL

Committee members present: Scott Johnson, Committee Chair; Ed Haselden; Kandi Brown; Regina Martel; Frank Zizza; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation (assigned staff).

Governors present: Dennis Flores; Mark Gustafson; Dorothy Horrell; Demetri “Rico” Munn; Joseph Zimlich; Logan Gogarty, Student Representative, CSU-Pueblo; Richard Weinberger, Faculty Representative, CSU-Global Campus.

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; Allison Horn, CSUS Director of Internal Auditing; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Rich Schweigert, CSUS Chief Financial Officer.

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

Guests: Brett Anderson, Vice President for University Advancement, CSU-Fort Collins; Lauren Anuskewicz, Senior Director of Engagement, CSU-Global Campus; Jon Bellum, Provost, CSU-Global Campus; David Bradford, Director, University Parking Services, CSU-Fort Collins; Jean Christman, Associate Attorney, Office of General Counsel, CSU-Fort Collins; Nigel Daniels, ASCSU President-Elect, CSU-Fort Collins; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; 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; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Michael Hooker, Executive Director, Public Relations, CSU-Fort Collins; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Steven Hultin, Facilities Director, CSU-Fort Collins; Nancy Hurt, Interim Director, Real Estate Office, CSU Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Alan Lamborn, Vice Provost for Undergraduate Affairs, CSU-Fort Collins, Jennifer Mullen, Chief of Staff, CSU-Pueblo; Thomas J. Milligan, Vice President for External Affairs, CSU-Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global Campus; Paul Thayer, Associate Vice President for Student Affairs and Special Assistant to the Provost for Retention.

Committee Chair Johnson convened the meeting and asked for a motion to move into Executive Session. **Motion/Action:** Governor Haselden made the motion, Governor Gustafson seconded, and the motion was unanimously carried. General Counsel Nosler read the meeting into Executive Session for the purposes 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) and for consideration of proposals for the naming of any building for a person or persons confidential pursuant to § 24-6-402 (3) (a) (VIII) (2012).

The Executive Session adjourned and the Open Meeting of the Real Estate/Facilities Committee reconvened at 4:33 p.m.

President Tony Frank explained that a University Naming Committee for CSU-Fort Collins has been established to review all honorary naming proposals. The primary change in the revised Policy and Guidelines Governing the Naming of Administrative Units/Facilities/Interior and Exterior Spaces at Colorado State University is that proposals valued at \$250,000 or higher would be presented to the Board for approval and the Board would delegate approval of proposals valued at less than \$250,000 to the President. The other major change is that, in line with national norms, the guideline of a gift of 50% for the value of a building would no longer be applicable for the a naming of a building valued at \$5 million or more. **Motion/Action:** Governor Haselden made the motion to move forward to the Board approval of the revisions to the naming policy. The motion was seconded and carried unanimously.

General Counsel Nosler read a revision to the action item for the delegation of the authority for signature on leasing of excess water rights based on the discussion during the Executive Session.

With no further business to conduct, Governor Haselden moved to adjourn the meeting. Governor Flores seconded and the meeting was adjourned at 4:39 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
Lory Student Center, Colorado State University, Fort Collins
May 3, 2013**

CALL TO ORDER

Chair Joseph Zimlich called to order the Board of Governors meeting at 8:00 a.m.

ROLL

Governors present: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Treasurer; Dennis Flores (via telephone); Mark Gustafson; Scott Johnson; Demetri “Rico” Munn; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Carole Makela, Faculty Representative, CSU-Fort Collins; Regina Martel, Student Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo.

Administrators present: 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; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

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

Guests: Ken Anderson; Donna Aurand, Director, Contracting Services, CSU-Fort Collins; Jon Bellum, Provost, CSU-Global Campus; Edie Bowman, SOSH; Jim Bowman, SOSH; Nelson Bultmann, Auditor, CSUS Internal Auditing; John Cleary; Carol Cochran; Tim Cochran; Corey Christensen, Student, CSU-Global Campus; Nigel Daniels, ASCSU President-Election, CSU-Fort Collins; Nolan Doesken, State Climatologist, CSU- Atmospheric Science; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Mike Flanagan, Photographer, KMGH; Kelly Giddens; Bruce Gifford, Dean of Student Services and Enrollment, CSU-Pueblo; Gordon Haylow, SOSH; Michael Hooker, Executive Director, Public Relations, CSU-Fort Collins; Mel Hilgenberg; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Frank Johnson, SOSH; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Jody Johnson, SOSH; David Johnson; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Tom Linnell, SOSH; Richard Livingston, SOSH; Chris Marshall; C. Minks; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Madeline Novey, Education Report, *Coloradoan*; Sue Pettit, Associate Professor of Teacher Education, CSU-Pueblo; Michael Pruznick, SOSH; Patricia A. Ryan, Department of Finance and Real Estate, CSU-Fort Collins; Mike Sherman; Harold Shoemaker, Human Resources Program, CSU-Global Campus; Julie Spencer, Student, CSU-Global Campus; Lou Swanson, Vice President of Engagement, CSU-Fort Collins; Richard Thomas; H. Thurston; Bob Vangermeersch, SOSH; Linda Vrooman; Richard Ward, Emeritus Professor-Biology, CSU-Fort Collins; Joan Williams, SOSH; Thomas Whiteley, Student, CSU-Global Campus; Anita Wright; Dalton Zerlan.

Chair Zimlich introduced new Board members Mark Gustafson, Rico Munn, and Bill Mosher, who was unable to attend the meeting.

PUBLIC COMMENT

Chair Zimlich explained no action would be taken nor would there be any discussion of the proposed new stadium at CSU-Fort Collins. At the October 2012 Board meeting, the time for public comment was expanded to allow those who signed up to present their remarks before discussion and action by the Board. Chair Zimlich asked if anyone had signed up to address the Board on a subject other than the stadium. Mr. Mel Hilgenberg responded affirmatively and had two minutes to comment on how to deal with mob riots and appropriate teaching subjects. Chair Zimlich indicated there would be a total of ten minutes for the remainder of the public comment. Linda Vrooman, Tom Linnell, Bob Vangermeersch, Frank Johnson, Mike Pruznick, Chris Marshall, Dalton Zerlan and Jody Johnson commented in opposition to the proposed new stadium.

Chair Zimlich noted all emails and written correspondence sent to the attention of the Board are distributed to the Board and communications received since the last meeting were in the Board book. Handouts from the public comment would be distributed to the Board at the end of the meeting. Chair Zimlich thanked those who had presented comments and remarked that, as the stadium process moves forward, both the CSU administration and the Board would provide venues for more public comment.

CHAIR'S AGENDA

Chair Zimlich explained the Board's commitment to excellence with the establishment in 1993 of the Excellence in Undergraduate Teaching awards, initially for CSU-Fort Collins and CSU-Pueblo and expanded this year to include CSU-Global Campus. He asked the Provosts to present the awards for their respective campuses. Dr. Rick Miranda presented the award for CSU-Fort Collins to Dr. Patricia A. Ryan, Department of Finance and Real Estate. Dr. Rick Kreminski presented the award to Dr. Sue Pettit, Associate Professor of Teacher Education at CSU-Pueblo. Dr. Jon Bellum presented the first Excellence in Undergraduate for CSU-Global Campus to Dr. Harold Shoemaker, Human Resources Program.

Chair Zimlich reported there was an election at the Board meeting held the previous day for the new Board officers who will take office upon the conclusion of the meeting. The following slate of officers was approved: Dorothy Horrell, Chair; Bill Mosher, Vice Chair; Scott Johnson, Secretary; and Dennis Flores, Treasurer.

Chair Zimlich asked Board members and the campus leadership to review the 2013-14 and 2014-15 Board meeting calendars for any conflicts. At the June meeting, the intent is to adopt calendars for both fiscal years.

Chair Zimlich reported between 5,000 and 6,000 students will be graduating from the three campuses on the following commencement dates: CSU-Pueblo, May 4th; CSU-Fort Collins, May 16th-18th; CSU-Global Campus, June 1st. Other upcoming events included the Green and Gold Gala on May 11th and the President's Gala at CSU-Pueblo on May 17th.

Chair Zimlich reported Governor Horrell, Governor Johnson and Chancellor Martin recently attended the Association for Governing Boards (AGB) conference and asked for their comments. Governor Horrell remarked that attending the conference was a positive experience and shared insights from presentations that reflected the major conference themes of the increasing costs of higher education, and the changing profile of today's students. She noted the importance of ongoing Board education and the value in attending the annual AGB conference.

Governor Johnson remarked that the conference was an opportunity to reflect on mission, and the program, breakout groups, and speakers were excellent. He recommended Board members attend next year's conference. Chancellor Martin added that the time and resources to attend were well spent. He remarked on also attending the National Association of System Heads (NASH) that provided an opportunity to discuss major changes and challenges for higher education.

Chair Zimlich reported he would be working with Governor Horrell and Chancellor Martin on the June retreat agenda. Board members were encouraged to submit topics for discussion. A draft agenda will be circulated with the continuing theme on the strategic, long term view for the CSU System and higher education.

EXECUTIVE SESSION

General Counsel Nosler read the meeting into Executive Session for the purpose of receiving the Litigation Report from General Counsel relating to pending or imminent litigation, specific claims or grievances; or to receive legal advice on specific legal questions, all confidential pursuant to C.R.S. § 24-6-402 (3) (a) (II) (2012), consistent with the Notice for the meeting. **Motion/Action:** Governor Horrell made the motion to convene in Executive Session; the motion was seconded and carried unanimously. The Executive Session convened at 9:05 a.m. and adjourned at 9:48 a.m. Following a brief break, the Open Public Meeting reconvened at 9:57 a.m.

Chair Zimlich reported in the Board correspondence there was a March 21st letter from Congressman Polis asking the Board to consider the issue of conducting hemp research. Chair Zimlich's April 8th response was also included and stated that hemp remains a Schedule I controlled substance under federal law and the Drug-Free Workplace Act of 1988 requires that institutions receiving federal contracts in excess of \$100,000 establish a policy prohibiting the manufacture, use and distribution of controlled substances in the workplace. His letter indicated the Board would discuss the issue and a follow-up response would be sent to Congressman Polis.

Chair Zimlich reported the Board discussed the issue in Executive Session and, while hemp may have agricultural and industrial uses, the Board's position is to not jeopardize government funding. Chair Zimlich suggested the Board instruct General Counsel, President Frank and Chancellor Martin that the appropriate time to evaluate if there would be any appropriate research opportunities for the CSU System would be if and when hemp were to become legal. He asked Board members to share their opinions.

Governor Horrell remarked the first threshold is the legality and, until that is met, no further action can be taken. If that changes, then any potential research project would need to be evaluated with the same due diligence and consideration as any other research project, i.e., alignment with the university's mission and interests, and availability of funding. Governor Haselden concurred that any research activity must be within the confines of the law. He added that historically the Board has not inserted itself into the research decisions of the campuses and cautioned against being drawn into any issues that are political in nature.

FACULTY AND STUDENT REPORTS

Governor Carole Makela, Faculty Representative, CSU-Fort Collins, noted her written report included the annual report from Faculty Council that will not be complete until the last Faculty Council meeting is held the following week. She reviewed the results of the Faculty Council elections and reported the new Faculty Representative to the Board is Dr. Alexandra Bernasek.

Following up from the previous Board meeting, Governor Makela reported CSU-Fort Collins currently has 44 undergraduate degree articulation agreements with community colleges on a 60-60 credit hour basis and any proposed changes in programs or majors are reviewed for impact on these agreements to ensure students are able to achieve their degrees. She reported CSU's Division of Continuing Education *Online Plus* offers five undergraduate degree completion programs and 22 master's programs. During the past academic year 80 courses were approved for online delivery. A Faculty Council committee is reviewing the issue of certificates in technology at the graduate level and an equivalent opportunity at the undergraduate level.

Governor Richard Weinberger, Faculty Representative, CSU-Global Campus, expressed his appreciation for being the first faculty representative for CSU-Global Campus. He highlighted the faculty recruitment, demographics, and training and development statistics in his written report. Approximately 93% of the CSU-Global Campus staff completed the faculty satisfaction survey and 90% of the respondents were totally satisfied in all categories. Governor Weinberger added the high satisfaction rate was a direct reflection of President Takeda-Tinker's leadership.

Governor Frank Zizza, Faculty Representative, CSU-Pueblo, acknowledged the University Budget Board for their work in completing the report for President Di Mare in April. He reported the action teams on retention efforts met in April. New courses are being developed for students who are admitted and need remedial work with a common theme that the courses are credit-bearing and have just-in-time instruction to provide the students with the necessary skills to be successful. The work of the Faculty Senate committee on faculty workload resulted in a thorough review of the handbook. Several Faculty Senate Handbook changes were presented for approval and more changes will be forthcoming.

As the Department Chair, Governor Zizza interviewed students graduating in mathematics and physics. He was pleased to report the students have a positive outlook on career opportunities and feel good about graduating from CSU-Pueblo. Governor Zizza thanked his non-voting colleagues on the Board for their camaraderie and mentorship.

Governor Regina Martel, Student Representative, CSU-Fort Collins, reported the ASCSU elections were held in April. Nigel Daniels and Andrew Olson were elected and the official transition will occur on June 1st. RamRide, going into its 10th year with 23,767 rides since its creation, started as a student initiative, has grown too big for ASCSU, and is transitioning out of ASCSU. A RamRide advisory board was created to address sustainability and an external reviewer was hired to give advice on volunteers. A survey was conducted to see what students thought they were paying for RamRide and a request was submitted to the Student Fee Review Board to increase the fare by \$1.00 to pay for full-time staff.

Governor Martel provided an update on the Lory Student Center renovations and the relocation of the ASCSU offices for the summer. She expressed her appreciation to be part of the Board and to know that students' voices are valued. President Frank commented on the active role the students have in the fee discussions. The ASCSU put together a tuition task force to get student input and he thanked Governor Martel for her work on this difficult issue.

Governor Kandi Brown, Student Representative, CSU-Global Campus, expressed her appreciation to be the first CSU-Global student representative. To assist the Board with understanding what it means to be a student at CSU-Global Campus, she invited three students to share their stories. Julie Spencer, Thomas Whiteley and Cory Christensen shared their positive experiences of earning their degrees online through CSU-Global Campus.

Governor Logan Gogarty, Student Representative, CSU-Pueblo, introduced Vanessa Emerson, the incoming CSU-Pueblo student representative. Using a Prizi presentation, he reviewed highlights of an accountability report for the accomplishments during the past year in the areas of Academic Affairs, Public Relations, Student Affairs and Internal Affairs. Governor Gogarty concluded his report by expressing his appreciation for the invaluable experience of working with the Board. He thanked President Di Mare and the administration at CSU-Pueblo.

Governor Haselden thanked the student representatives and remarked on the pleasure of working with such bright, articulate students. He noted the quality of student representatives is encouraging for the future of CSU and society, and acknowledged the campuses for such outstanding future leaders. Governor Zizza thanked Governor Gogarty and the ASG for the great leadership that created many changes including the course waiting list.

The Open Public Meeting was recessed for a break at 11:02 a.m. and reconvened at 11:10 a.m.

CHANCELLOR'S REPORT

Online Task Force: Chancellor Martin commented on the creation of an Online Task Force and introduced Dr. Lou Swanson, Vice President for Engagement, CSU-Fort Collins, who is the Chair of the Online Task Force. Dr. Swanson explained the charge and goals of the Online Task Force. He outlined the focus and tasks of the CSU-Global Campus and *Online Plus* market differentiation subcommittee. CSU-Global Campus and CSU-Pueblo have begun exploring online collaboration. CSU-Global Campus hosted a hands-on technology event on April 22nd for CSU-Pueblo faculty and staff. Chancellor Martin noted the importance to segment the market to make sure the students have the right path and to expand the product line.

South Metro Initiative: Chancellor Martin explained how the CSU System was approached by the business and community leaders in the south Denver metropolitan area on a unique opportunity to blend programs from the three campuses and to partner with others such as Arapahoe Community College. Chancellor Martin asked Rich Schweigert, CSUS Chief Financial Officer, and Kyle Henley, Director of Denver Public Relations, to provide an update.

Mr. Schweigert commented that the business community has been very supportive; there are ongoing listening tours with businesses; and developers have stepped forward with unique ideas. One challenge is the community has asked that classes begin in January 2014. Mr. Henley reported there are working groups that are meeting to discuss academic and business issues. Mr. Schweigert added that President Takeda-Tinker is on the South Metro Chamber Board and is a great representative for the CSU System.

Chancellor Martin remarked that the South Metro Initiative is a new higher education model with customized programs to meet local needs of students and demonstrates that a seamless, joint program can be created collaboratively with community colleges. A business plan is being developed and will be presented to the Board in June.

Venture Capital Fund: Chancellor Martin explained the purpose of the Venture Capital Fund (VCF) is to provide an opportunity to propose innovations to either expand programmatic reach or to create new efficiencies within the CSU System and across the state. With a widening gap in state funding, there needs to be new ways of doing business to be sustainable and to maintain excellence. Chancellor Martin explained the VCF funding structure will leverage capital of \$1.5 million from CSU-Global Campus; the deadline for submissions; the composition of the evaluation committee; and the evaluation principles.

Chancellor Martin indicated that if the Board concurred, the VCF would be implemented in a few weeks. Governor Haselden inquired as to whether a motion was required to move the funds from CSU-Global Campus. General Counsel Nosler responded that the Board has authority over all money by constitution and statute. Chair Zimlich asked General Counsel Nosler to draft a resolution for action later in the meeting.

Governor Horrell remarked that innovation is important to prepare for the future and noted that, while being prudent, there needs to be a certain amount of tolerance for risks. Governor Haselden commented that the philosophy of the VCF is consistent with the risks taken in creating CSU-Global Campus. Chancellor Martin added the VCF allows faculty to see a benefit of having CSU-Global Campus as part of the System.

Governor Flores indicated he had no problem with the concept and to moving the funds, but the Board needs more information on the processes and distribution of funds. He noted the necessity to make sure the due diligence is appropriate and the need to minimize risks in dispersing the funds. Chancellor Martin responded that the presidents should have sufficient authority and oversight, and details on the proposal process will be provided to the Board. Chair Zimlich commented that, in addition to the presidents, the intent is to include a Board member, and business, community and higher education leaders on the evaluation committee, and noted the importance of having continuity on the committee.

Other Report Items: Chancellor Martin reported on a meeting with Dennis Jones of the National Center for Higher Education Management Systems (NCHEMS). Mr. Jones will be assisting with developing an external view on how the online presence is evolving and the megatrends in higher education to assist with strategic planning.

Chancellor Martin remarked that he has organized a No Name Group by periodically extending an invitation to about 20 local leaders to come together informally to discuss issues impacting the community. The first gathering had about 8 to 10 people in attendance and the topic of discussion was the federal budget sequestration.

Chancellor Martin thanked the faculty and student representatives for their service on the Board. Chair Zimlich, on behalf of the Board, thanked the faculty and student representative and noted the value of their input at critical times. He commented that Governor Haselden had expressed his appreciation for the high quality of the student representatives and opened the floor for additional comments. Governor Weinberger expressed appreciation to the Board for making the nonvoting members feel truly a part of the Board and for including faculty and student representatives at the social events. Governor Horrell remarked on how the faculty and students keep the Board grounded and remind the Board of the importance of its work.

The Open Public Meeting recessed for a break at 11:52 a.m. and reconvened at 12:12 p.m.

PRESIDENTS' REPORTS

President Tony Frank, CSU-Fort Collins, reviewed highlights of his report including recognition of Dr. Diana Wall, a recent recipient of the Tyler Prize for Environmental Achievement, who will be introduced at the October meeting; the high rankings of the CSU graduate programs by *U.S. News & World Report*; recognition of CSU with the Senator Paul Simon Award for Campus Internationalization; hosting The Reinvention Center; recognition of Bill Rankin as one of the top professors in the world in the field of experimental managerial accounting; and CSU ranking fifth nationally for the number of graduates who are Peace Corps volunteers.

President Frank reported four of the top agricultural lenders in Colorado have joined together to donate more than \$1 million for construction of a Center for Agricultural Education and “The Value Chain of Colorado Agriculture” study demonstrates the active economic role of agriculture in Colorado. A fundraising report will be presented at the August Board meeting and, for the second year in a row, the university has a record number of donors and is on-track to have the best year of cash philanthropy in the university’s history.

President Frank reported the Mountain West Conference renegotiated national television rights with ESPN that will dramatically increase visibility. CSU was chosen as part of the “Finest Four” in the Environmental March Madness Tournament and CSU’s Social Media Team was ranked as one of the best in the nation by being named as a finalist for the PR News Social Media Icon Award. President Emeritus Bill Morgan and his family were honored with the Founders Day Medal.

President Frank introduced Nolan Doesken, the State Climatologist based at CSU, who presented a report on CSU’s drought response and the current drought situation. Mr. Doesken reported CSU is the lead player for Colorado in the U.S. Drought Monitor program. The CSU Drought Response Team meets every two weeks and engages in numerous activities. The CSU Extension Office provides numerous resources on its website. The livestock and agricultural crops industry has been the hardest hit economically and the results from a farmer/rancher survey conducted during the winter are being compiled to quantify the impact of the drought. Mr. Doesken provided an update on the current snowpack across the state.

Governor Horrell inquired on the drought research being conducted, such as drought resistant seeds. President Frank responded there are long and short-term programs and outreach efforts. The university has a history of being a world leader in water research, especially in civil engineering, and agriculture integrated research. Mr. Doesken commented on the wheat genetics research that has been conducted over decades and noted each college within the university has drought-related work.

President Frank provided an update on the National Western Stock Show redevelopment discussions. Opportunities will continue to be explored and the Board will be updated as the discussions move forward. President Frank invited the Board to attend the Green & Gold Gala on May 11th. A new CSU television advertisement that was developed was viewed by the Board. President Frank concluded his report by thanking Chair Zimlich for his leadership.

President Becky Takeda-Tinker, CSU-Global Campus, thanked Governor Brown and Governor Weinberger for serving as the first CSU-Global Campus student and faculty representatives. She reported CSU-Global Campus received its first grants from Google and the Daniels Fund Scholarship. A K-12 teaching certification program was initiated in response to a request for assistance to improve online teaching.

President Takeda-Tinker reported a presentation was made by CSU-Global Campus at a CSU Higher Education Administration class. CSU-Global Campus hosted CSU-Pueblo at an event to share technology information and to look at synergy. A Spring 2013 CSU-Global Campus Briefing Book was distributed and a video was shared with the Board.

President Lesley Di Mare, CSU-Pueblo, reported CSU-Pueblo was named as a member of President Obama’s Higher Education Community Service Honor Roll and recognized for the \$11 million of value the university returns to the community through service hours. She highlighted the research work of 18 graduate students that was featured at the first Graduate Works Symposium. CSU-Pueblo events focused

on middle and high school students included the Science and Engineering Contest with over 300 students participating, and the 10th Annual Pikes Peak Regional Undergraduate Mathematics Conference with 130 math students participating. CSU-Pueblo held its first transfer student Discover Day and more such events will be held to grow transfer student enrollment.

President Di Mare described new recruitment and marketing initiatives at CSU-Pueblo that included “Summer Scholars” and international student recruitment. A new student portal in the PAWS system allows students to see estimated tuition and fees immediately after registering. The Veterans Resources Center was revitalized by 100 Home Depot employees who volunteered to assist during a two-day project. A President’s Hispanic Advisory Council has been created to further engage Hispanic families in a less formal environment.

President Di Mare reported Dr. Carl Wright has been selected as the new Provost at CSU-Pueblo. She thanked Bruce Gifford who assumed the roles of Dean of Student Life, Vice President for Enrollment Management and Director of Housing for the past year. President Di Mare thanked Governor Gogarty for all of the accomplishments made under his leadership.

COMMITTEE REPORTS

Evaluation Committee: Committee Chair Flores reported the Evaluation Committee met and reviewed the evaluation process. The Board is responsible for the evaluation of the Chancellor, the General Counsel and the Director of Internal Auditing. The Chancellor, in conjunction with the Board, is responsible for the evaluation of the three campus presidents. Self-evaluations for all six employees are due by July 1st. The committee also received feedback from all of the student and faculty representatives who described their relationships with their presidents, the presidents’ responsiveness to the needs of the students and faculty, accessibility to the campus, community involvement and overall comments received on the presidents’ leadership. The comments received were appreciated and will be used in the evaluations. At the suggestion of Governor Munn, the Chancellor and General Counsel were charged with putting together a template to guide the student and faculty representatives in the future for more consistency in gathering the information.

Academic and Student Affairs Committee: Committee Chair Horrell reported the committee considered two new degree programs. Approval by the Board of the Master of Computer Information Systems at CSU-Fort Collins will be requested after the final approval by the Faculty Council. The committee recommended the Master of Information Technology Management degree program at CSU-Global Campus be moved forward positively.

Committee Chair Horrell reported the miscellaneous items moved forward positively for CSU-Fort Collins are approval of degrees, a Special Academic Unit – Graduate Degree in Public Health, and revision to the Student Conduct Code. For CSU-Pueblo, the committee moved forward positively six changes in the Faculty Handbook, all approved by the Faculty Senate and General Counsel, with more revisions to come later, and the approval of the Spring degree candidates. The approval of Spring A term degree candidates for CSU-Global Campus was moved forward positively. The committee received reports on accreditation schedules, promotion and tenure for CSU-Fort Collins, and emeritus rank designations for CSU-Pueblo. The meeting concluded with an Access to Success (A2S) presentation and the A2S activities at the CSU System level with the three campuses working together and on the individual campuses.

Audit and Finance Committee: Committee Chair Haselden reported the committee received audit reports on the status of the FY 2012-13 Audit Plan, past due recommendations and updates on the Internal Audit

Office. There were no red flags on the audit reports or past due items. The committee reviewed the FY 2014 E&G budget for all three campuses, including tuition and fee increases. CSU-Fort Collins presented a balanced budget. CSU-Pueblo reviewed the plan for the next two years with the anticipation that by 2015 the financial position will be positive. The 2014 and 2015 revenues for CSU-Global Campus were reviewed. Resident undergraduate tuition for CSU-Fort Collins will be increased by 9% and will remain stable at CSU-Pueblo with no increase. Tuition at CSU-Global Campus will remain at the current maximum rate. There will be an overall increase in cost of attendance at 6.2% at CSU-Fort Collins and 1.7% at CSU-Pueblo. Several action items were brought forward for Board approval.

Real Estate/Facilities: Committee Chair Johnson reported the committee went into Executive Session and then brought forward several action items including granting authority to the President at CSU-Fort Collins in consultation with General Counsel to act on mineral rights on Routt County; granting authority to the President at CSU-Fort Collins to act on excess water rights; and approval of the purchase of 28 acres of land from the CSU Research Foundation. The committee also discussed revisions to the naming policy.

BOARD RESOLUTIONS

General Counsel Nosler reported the resolutions packet were vetted and moved forward for approval by the various committees. Item #15, Charges for Technology Report, on the list of resolutions was a report item only and would be replaced with the resolution for the transfer of funds from CSU-Global Campus to the Venture Capital Fund, which General Counsel Nosler read into the record. General Counsel Nosler indicated all action items, including the Consent Agenda, were indexed with the substitution for #15. The list will be updated accordingly and attached hereto. He asked that one motion be made for all of the action items. Chair Zimlich clarified that in terms of the vote, should there be a “no” vote or an abstention, the line item be designated. **Motion/Action:** Governor Haselden made the motion, Governor Gustafson seconded, and the motion carried with Governor Munn abstaining on action item #4 as listed.

SYSTEM WIDE DISCUSSION ITEMS

Legislative Update: Chancellor Martin reported the CSUS Legislative Committee meets Tuesday mornings and tracks numerous bills during the State legislative session that may impact either the CSU System and/or higher education. He commented on the passage of SB 13-033; legislation pertaining to concealed weapons on campus; the Long Bill; the student health bill still under consideration; and defeat of SB 13-165. Chancellor Martin reported, under the CSUS leadership, a group of two and four-year institutions was being convened to be proactive in finding ways to reduce redundancy and create new models and collaborations to find the best opportunities for students.

Mr. Rich Schweigert, the CSUS Legislative Liaison, reported 500 to 600 bills are generally generated during a legislative session and the CSUS Legislative Committee actively tracks over 100 with active involvement in approximately a dozen. There is an extensive review process that occurs on the campuses to analyze a legislative position. Mr. Schweigert reviewed the bills that the CSU System actively worked on that were highlighted in a written legislative report. He concluded his report by noting the CSU Foundation pays for the cost of the CSUS lobbyists and the current contract is expiring. More information will be brought to the Board as the plan for next year’s legislative session is developed.

Nontraditional Revenues and Strategic Partnerships-CSU-Fort Collins: President Frank asked Amy Parsons, Vice President of Operations at CSU, to make the presentation. Ms. Parsons explained that, starting approximately three years ago, the first of the university’s partnerships was initiated utilizing the concept of creating integrated and comprehensive partnerships with the largest vendors. She explained the

process to create the strategic partnerships that includes requesting proposals and bundling partnership opportunities. The results have included not only cost savings, but also internships, scholarships, sponsored research and alumni opportunities.

Ms. Parsons outlined the success of the first strategic partnership with OfficeMax. Brett Anderson remarked on the value and opportunity to engage with alumni outside of the normal avenues through the partnership with OfficeMax. When the university's beverage contract expired, the RFP process resulted in a second strategic partnership with CocaCola that exceeded expectations with numerous intangibles. The relationship developed on the issue of water sustainability has resulted in numerous research opportunities with CocaCola, including the Water Scholars Program created in 2012 with partner universities in China.

Ms. Parsons reported the third successful strategic partnership was developed by leveraging a partnership locally with Hewlett-Packard (HP) that has created results benefitting both CSU in Fort Collins and CSU-Global Campus. The RFP process for the university's banking services resulted in an expansion on the existing relationship with First National Bank with a five-year contract that included a signing bonus, scholarships and internships. Currently a new, emerging partnership is being developed with Verizon.

Ms. Parsons explained three years ago the Commitment to Campus (C2C) program was created to identify additional benefits for faculty and staff. The university has been able add to the C2C program through funding received from the strategic partnerships. Ms. Parsons concluded her presentation by noting that CSU works with the other CSUS campuses as well as other universities to share the benefits of the strategic partnerships.

In response to questions, Ms. Parsons explained more time is required to decide on the contracts dealing with multiple campus segments. She also explained that when the RFP is put together, a list of opportunities is provided, but the vendors are asked to also identify opportunities that fit with their companies. Governor Haselden commended Ms. Parson and CSU for their work on developing the strategic partnerships and asked that the PowerPoint presentation be provided to the Board. Ms. Parsons noted that, in addition to the presentation, there was information provided in the Board book with details on the partnerships.

CSU-Pueblo: President Di Mare reported that the Pepsi relationship with CSU-Pueblo developed from the relationship with CSU-Fort Collins. The Pepsi grant generates \$20,000 to \$30,000 to be used on campus, such as for the communications kiosks. The relationship with Chartwell Catering will be examined in more detail. CSU-Pueblo has benefitted from the OfficeMax relationship with CSU-Fort Collins.

President Di Mare reported US Bank will be providing \$25,000 to \$30,000 in scholarships. The Home Depot relationship with Veterans Affairs will be explored for expansion. CSU-Pueblo continues to look at different vendors to identify opportunities. The relationship with the Pueblo Symphony allows students to audition and perform, and a partnership with the Air Force Academy band is being developed. CSU-Pueblo is working with the Pueblo Army Depot and the Bechtel Corporation that has provided student internships. President Di Mare reported CSU-Pueblo and the Pueblo Economic Development Corporation have had discussions with the Japan External Trade Organization on possible industrial sites in the Pueblo area.

CSU-Global Campus: President Takeda-Tinker reported that CSU-Global Campus has strategic affiliations with over 250 businesses and efforts continue to develop relationships with additional organizations. Work continues on developing continuing education opportunities, organizational training and outsourcing. CSU-Global Campus is incorporating the business affiliations into the Career Center.

The CSU-Global Campus School-to-Work Consortium, held last year and to be held again this year, included speed interviews for employment opportunities.

COMMITTEE ASSIGNMENTS

Chair Zimlich asked Governor Horrell, the Chair-Elect, to report on the Board committee assignments. Governor Horrell remarked that the Board leadership would transition after the meeting and the Board would recognize Chair Zimlich for his leadership at the June meeting. She reported she had the opportunity to talk with all of the voting Board members on committee assignments which will be as follows:

- **Executive Committee** (composed of Board Officers and one at-large member): Dorothy Horrell (Chair); Bill Mosher (Vice Chair); Scott Johnson (Secretary); Dennis Flores (Treasurer); Joe Zimlich (At-Large Member)
- **Evaluation Committee:** Mary Lou Makepeace, Chair; Mark Gustafson, Vice Chair; balance of committee composed of voting members
- **Audit and Finance Committee:** Dennis Flores, Chair; Joe Zimlich, Vice Chair; Ed Haselden
- **Real Estate/Facilities Committee:** Scott Johnson, Chair; Bill Mosher, Vice Chair; Ed Haselden
- **Academic and Student Affairs Committee:** Rico Munn, Chair; Mary Lou Makepeace, Vice Chair; Mark Gustafson

The student and faculty assignments and the liaisons to the foundations and the Department of Higher Education would be added in June. **Motion/Action:** Governor Gustafson made the motion to approve the committee assignments. Governor Johnson seconded and the motion was unanimously carried.

BOARD EVALUATION

Chair Zimlich acknowledged the work of the CSUS support staff and thanked them for their assistance during his tenure as Board Chair. He opened the floor for comments on the Board meeting. Governor Horrell remarked the dinner held the previous evening, which included staff that normally do not attend the Board dinners, was a great gathering. Governor Johnson remarked that he appreciated the physical campus tours. President Takeda-Tinker thanked the Board and Chancellor Martin for utilizing the first excess cash flow funds from CSU-Global Campus for innovation through the Venture Capital Fund, providing a profound way to begin changing the paradigm of higher education.

NEXT MEETING

Chair Zimlich noted the next Board meeting/retreat will be at the CSU Pingree Park Campus June 20th-21st and will begin with a dinner on the evening of June 19th. Consideration is being given to holding an orientation for incoming faculty and student representatives on the afternoon of June 19th.

With no further business to conduct, the meeting was adjourned at 2:23 p.m.

Attachment to May 3, 2013 Board of Governors Meeting Minutes

Resolutions for Board of Governors Action Approved May 3, 2013

1. Academic and Student Affairs Committee: Master of Information Technology Management (2013-0025-050313A)
2. Academic and Student Affairs Committee: Revision to the Colorado State University Student Conduct Code: Student Discipline Appeals (2013-0026-050313A)
3. Real Estate/Facilities: Approval of the Revisions to Naming Policy (2013-0027-050313A)
4. Approval of the Acceptance of Gifts and Naming Opportunity (2013-0028-050313A)
5. Approval of the Acceptance of Gifts and Naming Opportunity (2013-0029-050313A)
6. Real Estate/Facilities Committee-Land: Oil & Gas Lease on 3/8 Interest in Approximately 700 Mineral Acres in Routt County, Colorado (2013-0030-050313A)
7. Real Estate/Facilities Committee: Signature Delegation/Real Property: Amendment to Delegation of Authority for Signature on Leasing of Excess Water Rights (2013-0031-050313A)
8. Real Estate/Facilities Committee-Land: Acquisition of Approximately 28 acres of land in the Bay Farm in Fort Collins, CO from the Colorado State University Research Foundation (2013-0032-050313A)
9. Finance Committee: Delegation of the Board of Governor's (Board) Plan Administrator duties under the CSU-Pueblo DCP to the Chancellor of the Colorado State University System (System) (2013-0033-050313A)
10. Finance Committee: FY 2015 Colorado State University System Capital Construction Prioritization (2013-0034-050313A)
11. Finance Committee: Colorado State University Parking and Transportation Services Fees (2013-0035-050313A)
12. Finance Committee: Approval of the FY2013-2014 E&G operating budget incremental increases and expenditures (2013-0036-050313A)
13. Certification of Consent Agenda (2013-0037-050313A)
14. Finance Committee: Approval of Special Course Fees for FY 2013-2014 (2013-0038-050313A)
15. Approval of the transfer of funds from Colorado State University-Global Campus to a Venture Capital Fund of the Colorado State University System. (2013-0039-050313A)

Board of Governors of the
Colorado State University System
Meeting Date: June 20, 2013
Consent Item

Stretch Goal: N/A

Strategic Initiative: N/A

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

MATTERS FOR ACTION:

Approval of the addition of a Vice President of Student Services and Enrollment Management.
This motion is made for the approval of the addition of a senior administrative position of Vice President of Student Services and Enrollment Management.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System hereby approve the addition of a senior administrative position of Vice President of Student Services and Enrollment Management at Colorado State University-Pueblo.

EXPLANATION:

Presented by Lesley Di Mare, President

In June 2012, CSU-Pueblo underwent a substantial reorganization in the area of student services. Student affairs was combined with enrollment management and the areas of admissions and financial aid were moved under the supervision of an interim Dean of Student Services and Enrollment Management. This reorganization has proven to be successful in providing the students with necessary services to support their tenure at the university. In addition it has allowed a more through collaboration of services in the area of recruitment and retention. The position is vital to the President's Cabinet and due to the extensive duties and responsibilities required of this position and the oversight necessary to be conducted by this position it is more appropriately defined as a Vice President position as opposed to a Dean position.

BOARD OF GOVERNORS
June 19-21, 2013
CSU Pingree Park Campus

THURSDAY, June 20

BOARD OF GOVERNORS RETREAT (<i>Hotchkiss Conference Center</i>)	9:30 a.m. – 4:30 p.m.
1. SETTING THE STAGE —Dorothy Horrell, Chair (<i>15 min.</i>)	9:30 a.m. – 9:45 a.m.
2. CAMPUS AND SYSTEM ASPIRATIONS	
• CSU System – Presented Chancellor Michael Martin (<i>1 hr.</i>)	9:45 a.m. – 10:45 a.m.
Break	10:45 a.m. – 11:00 a.m.
• CSU-Global Campus - Presented by President Becky Takeda-Tinker (<i>1 hr.</i>)	11:00 a.m. – 12:00 p.m.
Lunch	12:00 p.m. – 1:00 p.m.
• CSU-Pueblo - Presented by President Lesley Di Mare (<i>1 hr.</i>)	1:00 p.m. – 2:00 p.m.
• CSU-Fort Collins – Presented by President Tony Frank (<i>2 hr. 30 min.</i>)	2:00 p.m. – 4:30 p.m.
Board of Governors Reception and Dinner (<i>Hotchkiss Conference Center</i>)	6:00 reception/7:00 p.m. dinner

FRIDAY, June 21

Board of Governors Breakfast (<i>Dining Hall</i>)	7:30 a.m. – 8:15 a.m.
BOARD OF GOVERNORS RETREAT RECONVENED (<i>Hotchkiss Conference Center</i>)	8:30 a.m. – 12:00 p.m.
• Board Governance Discussion	
ADJOURNMENT	12:00 p.m.
Lunch	12:00 p.m. – 1:00 p.m.

CSU System Strategic Plan

As a major economic engine in Colorado, the CSU System is focused on growing the state's economy. We plan to achieve this through our new strategic plan - *Our Commitment to Building a Stronger Colorado*.

Building a Stronger Colorado



HOW WE WILL FULFILL OUR COMMITMENT

The plan has four initiatives that build on efforts already underway at the campuses (Fort Collins, Pueblo and Global Campus). It is also designed to harness our strengths across campuses with an eye toward benefiting Colorado. Furthermore, it commits to a collaborative effort to find a sustainable funding source for Colorado's public higher education system.

ENSURE STUDENT SATISFACTION AND SUCCESS

We will continue to protect access and affordability.

We will ensure students receive the support they need to succeed, graduate and obtain the benefits of their post-graduate careers.

We will increase retention and graduation rates, reduce student-related debt, and improve critical thinking skills and disciplinary knowledge.

We will foster engagement in the broader life of the university.

EXPAND STATEWIDE PRESENCE

We will expand our statewide presence by increasing the number and impact of education by increasing mutually beneficial partnerships with communities in Colorado.

Our outreach efforts include initiatives aimed at increasing the percentage of students enrolling in higher education and increasing the proportion of students who choose to enroll in one or more of the CSU System campuses. Through our CSU Extension offices in 59 of the 64 counties, we are in a unique position to serve Coloradans statewide.

CREATE FINANCIAL SUSTAINABILITY

We will reinforce our contributions to Colorado in teaching, research and service, and the positive economic impact of the state's investment in public higher education.

We will examine new and existing financial models with a goal of expanding our revenue sources while continuing to seek operational efficiencies.

We will collaborate to obtain a sustainable source of funding for higher education in Colorado.

TRANSFORM COLORADO'S FUTURE

We will provide an educated workforce to keep Colorado competitive in the global marketplace through teaching, research and outreach.

We will create new companies to help Colorado generate jobs.

We will increase applied research activities to enhance the quality of life for Coloradans. We will increase the number of our discoveries entering the marketplace.

We will increase the pipeline of students from K-12 who pursue science, technology, engineering or math at a CSU campus, with a special emphasis on first-generation college students.

Mission, Vision, Values

Adopted by the Board of Governors in May 2010.

Vision

The Colorado State University System will create the financial sustainability to fulfill its mission, while expanding its statewide presence and creating opportunities for building a stronger future for Colorado.

Mission

The Colorado State University System exists to support, enhance, and protect the unique missions of its constituent institutions and to encourage collaboration that benefits students and Colorado.

Values

We embrace these values as we fulfill *Our Commitment to Building a Stronger Colorado*:

- An entrepreneurial attitude, while consistently demonstrating fiscal responsibility and resourcefulness.
- A passion for excellence and a commitment to continuous quality improvement.
- A willingness to collaborate and work with others in an environment of respect and trust.
- A commitment to open communication, ethical conduct and full accountability.
- A loyalty to the mission, with a specific emphasis on meeting student needs.
- An appreciation for diversity and inclusiveness.

Chancellor Search Prospectus and Position Description

The Board of Governors for the Colorado State University System (CSU System) invites applications and nominations for the position of Chancellor. The Chancellor is the Chief Executive Officer of the CSU System.

The Colorado State University System

The Board of Governors

Colorado State University System is governed by a 13 member board with nine voting members who are appointed by the Governor and confirmed by the Colorado Senate. There are four non-voting board members, including one faculty and one student from the Fort Collins and Pueblo campuses. By Colorado statute, the Board of Governors has the authority and responsibility for general oversight of the System and control of all funds of the System. As provided by state statute, the Board of Governors of the Colorado State University System appoints the Chancellor of the System and the three university presidents who report to the Chancellor. The Chancellor serves at the pleasure of the Board.

Three Universities

The Colorado State University System, established in 1985, is comprised of three universities – two with traditional campuses and one on-line campus. Colorado State University in Fort Collins, a comprehensive research doctoral university with over \$330 million in research funding, was founded in 1870 as the state's land-grant institution, has four statewide service entities (Colorado State Forest Service, CSU Extension, Agricultural Experimental Station (CAES) and the Colorado Water Institute), and a student body of 29,000. Colorado State – Pueblo is a regional comprehensive state university, a designated Hispanic Serving Institution (HSI), and is one of the fastest growing universities in Colorado with a student body of 5100. Colorado State – Global, the newest System university, is an online university serving non-traditional adult students and has a student body of 5000. All three campuses have distinct and unique missions in serving the state, region, country and world and each is independently accredited by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools.

Mission

The Colorado State University System exists to support, enhance, and protect the unique missions of its constituent institutions and to encourage collaboration that benefits students and Colorado.

Vision

The Colorado State University System will create the financial sustainability to fulfill its mission, while expanding its statewide presence and creating opportunities for building a stronger future for Colorado.

The Chancellor Position

Duties

As Chief Executive Officer for the CSU System, the Chancellor has general authority and responsibility to the Board of Governors for visionary leadership, advocacy and management of the System. At a time of great change, resource challenges, and opportunities for innovation and resource development throughout higher education, the Chancellor shall perform the following duties:

Vision/Leadership

- Lead the System to ensure a vigorous intellectual higher education community that provides high quality education, research, and service to the citizens of Colorado, thus enabling a state, national and international reputation for the CSU System and its institutions;
- Lead collaborative development of, communicate, coordinate and implement the strategic plan and goals of the System; recommend accountability goals for the System and each of its institutions;

Search:

CSU System Chancellor Search

- [Search Home](#)
- [Search Process](#)
- [Search Process Chronology](#)
- [Search Committee](#)
- [Nominations and Applications](#)
- [Position Profile](#)
- [News and Announcements](#)
- [Contact Us About the Search](#)

CSU System Home

- Demonstrate leadership in promoting diversity in the System and in its institutions;

Management

- Assist the Board in fulfilling its public trust and carrying out its public responsibilities by working in full partnership with the Board;
- Recommend the appointment, reappointment, and evaluation/compensation of the constituent institutional Presidents;
- Promote collaboration, both in academic programs and in administrative services, among the System institutions and other education entities, as appropriate;
- Develop, recommend and oversee implementation of System policies to the Board;
- Oversee the preparation of all System budgets; and provide leadership for the System's budget process and preparation as well as assist with Board approval and periodic reporting;
- Exercise authority over all funds appropriated for the budget for the System Office including authority to execute contracts, agreements, grants, warrants and other binding legal instruments as necessary to secure the successful operation of the System Office, subject to applicable System policies and federal and state law, rules and regulations.
- Perform such duties and responsibilities as are customarily performed by higher education system Chief Executive Officers and as may be required or assigned by the Board;

Advocacy

- Be a leading voice on behalf of public higher education in Colorado to increase resources to higher education;
- Serve as the official spokesperson for the Colorado State University System;
- Provide leadership and advocacy for the System before the citizens of the State of Colorado and its elected representatives; establish and maintain excellent relationships with all constituent groups including Colorado's Congressional Leaders, the Governor, the Colorado General Assembly, the Colorado Commission on Higher Education, other higher education leaders, higher education faculty, students and alumni, K-12 leaders and the agricultural, business, and community groups;
- Provide leadership and general oversight on all governmental relations for the System and its institutions; recommend, implement and report to the Board on an annual legislative strategy for the System;
- Seek opportunities and initiatives to enhance the System in quality, service, influence, reputation and size including seeking dedicated funding for the System and its institutions;
- Have primary responsibility for securing the resources for the System and its related institutions to accomplish its goals including seeking dedicated funding for the System and its institutions;
- Assist institutions with fundraising activities from all potential sources;

Preferred Qualifications and Experience

- Advanced degree preferred and intellectual capacity required;
- A record of significant accomplishment as a senior leader in a complex organization, in higher education, business, public service, government, or the non-profit sector;
- Demonstrated ability to form cohesive, high performing teams in pursuit of strategic goals;
- Higher education knowledge and proven familiarity with the culture of public higher education, including the drivers of and barriers to advancing change and the role of shared governance;
- Strong commitment to and passion for the importance, purpose and advancement of higher education;
- Proven ability to create and articulate an inspiring and vibrant vision;
- Proven ability to serve as a skilled spokesperson and advocate;
- Proven ability to innovate to achieve success;
- Demonstrated accomplishments as a builder of relationships with diverse internal and external constituents to advance the System's vision, mission and strategically planned goals;
- Demonstrated understanding of and commitment to the educational value of full access and diversity in all its forms, including women, minorities and unique populations;
- Direct experience working collaboratively with governing boards and with institutional presidents or management leaders in bringing positive change;
- Proven ability to increase funding.

Preferred Qualities

- Comfort in interacting with multiple stakeholders;
- Strong work ethic, boundless determination, unwavering integrity;
- Self-confident and self-secure so as to know when to lead and when to support others in advancing the agenda;
- Clarity and consistency of purpose yet with the flexibility to adjust nimbly to changing environments;

- A resilient personality that faces successes and obstacles with equanimity and good humor.

Application/Nomination Process

The Chancellor Search Advisory Committee will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae and a letter describing relevant experience and interest in the position. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee.

Applications and letters of nomination should be submitted to:

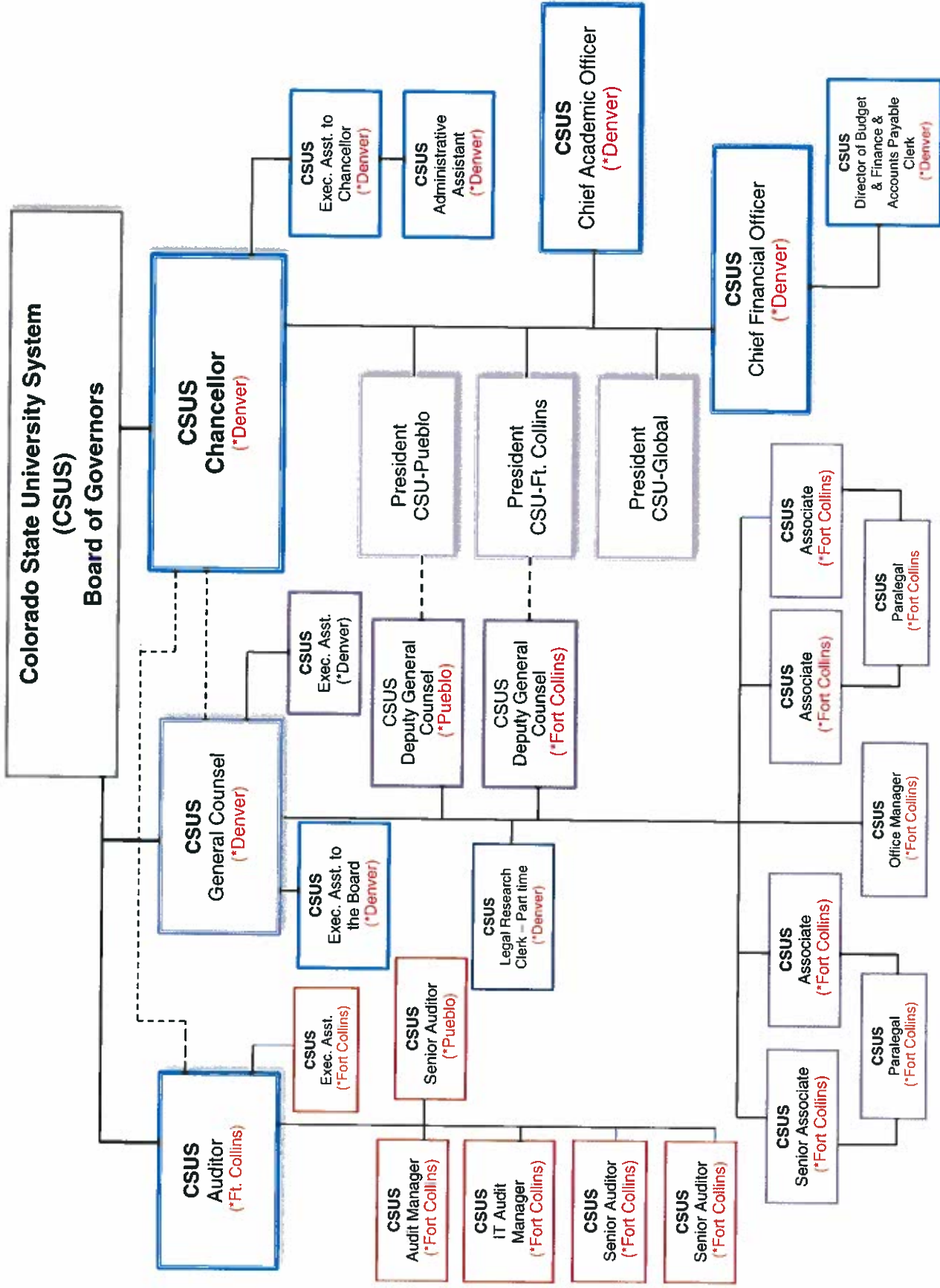
Alberto Pimentel
Managing Partner

Storbeck/Pimentel & Associates
1111 Corporate Center Drive, Suite 106
Monterey Park, CA 91754
323-260-7889 (FAX)

Email: apsearch@storbeckpimentel.com
Refer to code "COStateSystem" in subject line

[Contact Us](#) | [Disclaimer](#) | [Privacy Statement](#)

Colorado State University System Organization



*Denotes Location

Colorado Competes

Colorado Commission
on Higher Education
MASTER PLAN

Published October 2012

Executive Summary

The primary performance goal established by this Master Plan is to increase the number of Coloradans aged 25-34 who hold high-quality postsecondary credentials—certificates and degrees—to 66 percent by 2025. This goal is consistent with the opinion of the Lumina Foundation for Education, which argues that:

The United States risks an unprecedented shortage of college-educated workers in coming years. With the global economy demanding more and more highly skilled workers, economists and labor experts say increasing college attainment is a national imperative.²

Colorado ranks third in the nation in the percentage of citizens between the ages of 25 and 64 who hold a college degree: 46 percent, a figure that is projected to grow to 51 percent by 2025.³ Leading economists estimate that to meet the workforce demands of the state's employers, 67 percent of the state's workforce will need a high-quality postsecondary credential or degree by 2018.⁴

In addition to this principal performance goal, the Commission identified three complementary goals that address areas of critical concern to the postsecondary system: improving student progress and momentum; diminishing historical disparities among students from certain populations; and demonstrating the need and justification for improved investments in the postsecondary sector.

The Commission's four performance goals are as follows:

- Goal 1** Increase the attainment of high-quality postsecondary credentials across the academic disciplines and throughout Colorado by at least 1,000 new certificates and degrees each year to meet anticipated workforce demands by 2025.
- Goal 2** Improve student success through better outcomes in basic skills education, enhanced student support services and reduced average time to credential for all students.
- Goal 3** Enhance access to, and through, postsecondary education to ensure that the system reflects the changing demographics of the state while reducing attainment gaps among students from underserved communities.
- Goal 4** Develop resources, through increases in state funding, that will allow public institutions of higher education to meet projected enrollment demands while promoting affordability, accessibility and efficiency.

This plan is organized into three primary sections. The first section provides a general introduction to the needs of the postsecondary system and some context for the changes currently taking place in it. The second section presents the Commission's primary performance goals and indicators that will demonstrate progress toward their attainment. The last section outlines the ways in which the Commission will participate in the accomplishment of the goals presented in the second section of this plan as well as the activities intended to address the various additional requirements of state law.

SYSTEM

COLORADO STATE UNIVERSITY



OUR COMMITMENT TO BUILDING A STRONGER COLORADO

WE EMBRACE THESE VALUES AS WE FULFILL OUR COMMITMENT TO BUILDING A STRONGER COLORADO

We value an entrepreneurial attitude, while consistently demonstrating fiscal responsibility and resourcefulness.

We value a passion for excellence and a commitment to continuous quality improvement.

We value a willingness to collaborate and work with others in an environment of respect and trust.

We value a commitment to open communication, ethical conduct and full accountability.

We value a loyalty to the mission, with a specific emphasis on meeting student needs.

We value an appreciation for diversity and inclusiveness.

COLORADO STATE UNIVERSITY
SYSTEM

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

www.CSUSystem.edu

HOW WE WILL FULFILL OUR COMMITMENT

ENSURE STUDENT SATISFACTION AND SUCCESS

We will continue to protect access and affordability.

We will ensure students receive the support they need to succeed, graduate and obtain the benefits of their post-graduate careers.

We will increase retention and graduation rates, reduce student-related debt, and improve critical thinking skills and disciplinary knowledge.

We will foster engagement in the broader life of the university.

CREATE FINANCIAL SUSTAINABILITY

We will reinforce the contributions of CSU's campuses to Colorado in teaching, research and service, and the positive economic impact of the state's investment in public higher education.

We will examine new and existing financial models with a goal of expanding our revenue sources while continuing to seek operational efficiencies.

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We will provide an educated workforce to keep Colorado competitive in the global marketplace through teaching, research and outreach.

We will create new companies to help Colorado generate jobs.

We will increase applied research activities to enhance the quality of life for Coloradans.

We will increase the number of research discoveries entering the marketplace.

We will increase the pipeline of students from K-12 who pursue science, technology, engineering or math at a CSU campus, with a special emphasis on first-generation college students.

WE WILL MEASURE OUR SUCCESS

Collaboration among CSU campuses that directly benefits students.

Increase retention, graduation rates, critical thinking skills, disciplinary knowledge, and student engagement.

Post-graduate success.

Reduce student-related debt load.

Collaborate to obtain a sustainable source of funding for public higher education in Colorado.

Creation of new companies and jobs as a result of research discoveries.

Increase pipeline of K-12 students pursuing science, technology, engineering or math at a CSU System campus, with a special emphasis on first-generation college students.

To measure our progress, go to www.csusystem.edu

Appendix

Board Correspondence

Higher Education Readings

CSUS Board of Governors Correspondence Received 5/1/13-6/10/13				
<u>Date Received</u>	<u>Email/Letter</u>	<u>From</u>	<u>Subject</u>	<u>Response Sent</u>
5/2/2013	letter	Ed Robert	stadium	
5/1/2013	email	Carol Segul	stadium	5/2/2013
5/1/2013	email	Ray Jenkins	stadium	5/2/2013
5/1/2013	email	Maxine Mark	stadium	5/2/2013
5/1/2013	email	Marty Tharp	stadium	5/2/2013
5/1/2013	email	Nancy K. Lea	stadium	5/2/2013
5/1/2013	email	Janet Crawford	stadium	5/2/2013
5/1/2013	email	Carol Ostrom	stadium	5/2/2013
5/1/2013	email	Jan Woods	stadium	5/2/2013
5/1/2013	email	Bryan Reid	stadium	5/2/2013
5/2/2013	email	Elaine Boni	stadium	5/2/2013
5/2/2013	email	Suzie Gannett	stadium	5/2/2013
5/2/2013	email	Cheryl Kagan	stadium	5/2/2013
5/2/2013	email	Jill Kreutzer, Leigh Towill	stadium	5/2/2013
5/2/2013	email	Elaine Spencer	stadium	5/2/2013
5/2/2013	email	M. Dyer	stadium	5/2/2013
5/2/2013	email	Janice Schlieker	stadium	5/2/2013
5/2/2013	email	Erin Nuckols	stadium	5/2/2013
5/2/2013	email	Jo Hedleston	stadium	5/2/2013
5/2/2013	email	Tom Hirn	stadium	5/3/2013
5/2/2013	email	Chelsea Smith	stadium	5/2/2013
5/2/2013	email	John Halley	stadium	5/2/2013
5/2/2013	email	Erik Unruh	stadium	5/2/2013
5/2/2013	email	Elizabeth Pruessner	stadium	5/2/2013
5/2/2013	email	Sandra O'Brien	stadium	5/2/2013
5/2/2013	email	George Newman	stadium	5/2/2013
5/2/2013	email	Don Keller	stadium	5/2/2013
5/2/2013	email	Jane Sullivan	stadium	5/2/2013
5/2/2013	email	Edie Bowman	stadium	5/6/2013
5/2/2013	email	Brigitte Dempsey	stadium	5/6/2013
5/2/2013	email	Tom and Cheryl Tobi	stadium	5/6/2013
5/2/2013	email	Donna Beard	stadium	5/6/2013
5/2/2013	email	Chad Jones	stadium	5/6/2013
5/2/2013	email	Sally Miles	stadium	5/6/2013
5/2/2013	email	Alan Silverstein	stadium	5/6/2013
5/2/2013	email	Donald Y. Beard	stadium	5/6/2013
5/3/2013	email	Geoffrey Cowles	stadium	5/6/2013
5/3/2013	email	Dave Smith	stadium	5/6/2013
5/3/2013	email	Margaret Cummings	stadium	5/6/2013
5/3/2013	email	Jean and John Yule	stadium	5/6/2013
5/3/2013	email	James T. Heaton	stadium	5/6/2013
5/3/2013	email	Riley Fisher	stadium	5/6/2013

5/3/2013	email	D J Johnson	stadium	5/6/2013
5/3/2013	email	Glenn Pearson	stadium	5/6/2013
5/4/2013	email	Martha Hedrick	stadium	5/6/2013
5/5/2013	email	Kent M. Hughest	stadium	5/6/2013
5/6/2013	email	John Sprackling	stadium	5/6/2013
5/6/2013	email	John and Karen Nystrom	stadium	5/3/2013
5/4/2013	email	Bob Vangermeersch	congratulations to Ms. Horrell	5/7/2013
5/3/2013	email	Bob Vangermeersch	stadium	5/7/2013
5/6/2013	email	Donna Dauner	stadium	5/8/2013
5/8/2013	email	Daniel Freysinker	housing policy	5/8/2013
5/8/2013	letter	Congressment Polis	hemp research	5/15/2013
5/16/2013	email	Bob Vangermeersch	citizen sponsored motion	5/20/2013
5/29/2013	email	Deborah Shulman	stadium	5/31/2013
5/30/2013	email	Bob Vangermeersch	Dr. Frank letter responding to alleged inappropriate racial comments	5/30/2013
5/30/2013	email	Charles Belote	CSU-Global Campus-student rep to Board	5/31/2013
5/30/2013	email	Adam Floerchinger	CSU-Global Campus-student rep to Board	5/31/2013

Teufel,Sharon

From: Kalkstein,Katie
Sent: Thursday, May 02, 2013 12:46 PM
To: Teufel,Sharon
Cc: Geary,Melanie
Subject: FW: Stadium letter to the board
Attachments: 2013_05_02_12_20_32_000.pdf

For Board correspondence file.

Katie Kalkstein
Executive Assistant to the President
Colorado State University

From: Woodcox,Katie
Sent: Thursday, May 02, 2013 12:25 PM
To: Gill,Mark; Kalkstein,Katie
Subject: Stadium letter to the board

Attached is a letter we received via fax concerning the stadium process from Ed Robert. I talked to Ed on the phone and he was not happy or impressed with the SOSH groups advertisement in the paper. He wanted to make sure that the Board Members also heard the other side of things and asked that I pass this letter on. He was very impressed with the open and honest proceedings and thinks that whether you agree with the stadium or not, CSU deserves positive reviews on how the process and decision have been handled.

Please pass this on as you see appropriate. I gave a copy to Nik and will add one to our Stadium file.

Thanks!
Katie W.

Edmund L. Robert

May 1, 2013

Colorado University
Board of Governors
Office of the President
0100 Campus Delivery
Fort Collins, CO 80523

Subject: Proposed New CSU Stadium Support

Dear Sirs:

I am a retired senior Air Force Officer, College Instructor, and Producer of Educational videos for the Discovery Channel. College sports for me is now limited to periodic attendance at a number of CSU football, volleyball and basketball games. I have attended several games at the four Universities I attended across the country before settling in Fort Collins in 1986.

Arriving in Fort Collins, I must admit to enjoying sports events in Moby and at Hughes. My attendance at the football stadium, four miles west of the main campus, provided me with several enjoyable games, but I never considered that stadium to be anything but a college football venue that had little of the true campus hub of students and team sports. It sometimes felt like being a visitor at an away game. The structure filled the university needs, but certainly lacked in quality facilities and the ambience as compared to Arkansas, Arizona, Nebraska and, even Univ. of NH.

When CSU hired Jack Graham as the sports director, it soon became apparent that there was a new and dynamic leader in town. Changes came fast and this focused gentleman became a beacon of hope for all CSU sports, as seven new coaches can attest. So, it was not too surprising that he quickly recognized the need to place the main football stadium back on campus where it will really belong to the students, faculty and the alumni. I surprised myself by getting most interested in this most ambitious stadium project and wanting to learn as much as possible. Thus, I attended all, but one, of the stadium meetings/presentations.

I was most impressed with the organization and the quality of those that played key roles in the many aspects of the huge project. Fortunately, I knew a couple of those community leaders and got to know about the organizational and people skills that were used to evaluate the feasibility and utility of new stadium versus the utility of the rather aging and smaller old stadium.

I was among those supporting the stadium project and often among those the waived the SOS signs. I know they were doing their "civic duty" and I know that they were provided with every opportunity to get the facts and exchange questions and answers. But, they remained adamant to acknowledge they did have all the pertinent facts. Toward that end, I can assure you that Dr. Tony Frank, Jack Graham and the others did an outstanding job in presenting all aspects of the proposed stadium.

At one night session, after a project update, Dr Frank announced he was having an open mike for all three to four hundred to use and he would stay until everyone received the answers they needed to be more comfortable with the project. Dr. Frank left the podium, and moved his chair down on the floor, within ten feet of the audience. The thirty minute Q & A went on for nearly two hours, until there were no more questions. I was nearby and couldn't help but be amazed at

the quality of the answers that each was asked if they were satisfied with his answer. Only one, rather outspoken attendee, acknowledge his dissatisfaction. No one that supports the SOS opposition can say that they were not provided with all the facts about the project, its leadership, design and financial aspects.

Fortunately, those in opposition to the new stadium project are right in their efforts to express their concerns, but unfortunately most in opposition are unwilling to fully study and accept the facts and/or offer appropriate inputs to support their cause. This will be obvious if you meet with those citizens this week.

Please be assured that the leadership of Colorado State University should be proud of the professionalism, outreach and knowledge they have exhibited throughout the process. Please consider this carefully when those in opposition try to make their case.

Warm regards



Edmund Robert

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:41 PM
To: carolsegul@q.com
Subject: RE: New Stadium

Good afternoon, Ms. Segul:

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

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

From: carolsegul@q.com [<mailto:carolsegul@q.com>]
Sent: Wednesday, May 01, 2013 10:22 AM
To: CSUS Board
Subject: New Stadium

I am totally **against** the plan to build a new stadium on CSU campus. It would be a great disruption for that neighborhoods and city without the road system to support the traffic. Ft. Collins citizens have not been made aware of the cost to us to upgrade roads etc. It is like ramming the project down our throats. I don't feel CSU has a right to do that and cause more crowd problems than we have.

With the pot laws, brewery on campus, the riots and increased student population and problems, I feel you are adding fuel to the fire which will ruin CSU's mission for education. Just one more place for the students to party in mass.... the stadium.

Ditch the idea, please!!!
Carol Segul

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:43 PM
To: Ray Jenkins
Subject: RE: football stadium

Good afternoon, Mr. Jenkins:

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

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

From: Ray Jenkins [<mailto:rjenk75@centurylink.net>]
Sent: Wednesday, May 01, 2013 10:42 AM
To: CSUS Board
Subject: football stadium

I hope that the Board will take a long hard look at the lack of need for a new stadium especially when there is no money to complete the new Engineering Building.

I would also hope that you consider what is happening in college football where the major universities may leave the NCAA and form an organization which will not include CSU.

Ray Jenkins
Fort Collins

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:44 PM
To: Maxine Mark
Subject: RE: Money and aesthetics

Good afternoon, Mrs. Mark:

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

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

From: Maxine Mark [<mailto:mcma13@comcast.net>]
Sent: Wednesday, May 01, 2013 11:10 AM
To: CSUS Board
Subject: Money and aesthetics

I love Colorado, Fort Collins, CSU. They have been my life -- an integration of joy, career, family. I have watched the city grow, supported its appeal to all of us. Much of what I and many others love about all three could not be produced by money alone. My husband was from New York City, central Manhattan. He wouldn't have traded his life here for an ounce of his native city as much as he enjoyed what it meant to his life. He loved, and taught me to appreciate, the grandness of Colorado's natural beauty, Fort Collins' integration into that grand and glorious world of Colorado's climate, mountains, its air, and the natural growth of the town, nestled against the foothills. CSU was the heart of his and my professional and personal lives. We never chose to leave.

As I look at other stadiums, even our own Hughes, I cannot imagine the scope of what a new stadium will mean to CSU's campus or Fort Collins' gradual integration into its surroundings and the lives of its citizens. Stadiums are huge, overpowering structures, uncomfortable and usually ugly if they stick out, protrude above other structures and overpower anything else in sight. I have seen them in Barcelona, Budapest, Chicago, Denver, etc. They belong, and usually are, in suburbs and where skyscrapers or massive structures can help take their edge off. I cannot imagine an architect with a sense of integration or aesthetics positioning a new stadium of such gigantic proportions into an area so close to College Avenue and to the other structures on campus. Its very size will monopolize the view of the campus, distort the city's relationship to the campus. Its lack of proportion can destroy not only the view but also the meaning of the university.

This stadium, let's face it, is about money, not the aesthetics and the integrity of the university. Most of the students and faculty will be distorted for the view of a stadium which may never succeed in producing a consistently excellent football team, aid in the overall growth of athletics in general, or amass grandiose sums of money for the

administration's dreams. When the academic aims of total faculty and the history and beauty of a citizenry are ignored, the growth can be dysfunctional, not helpful. Statistics are often used or ignored to produce those narrow dreams to the great dissatisfaction of the whole, the community. The greatness of a college town or the reputation of a university is not gained without balance – the balancing of egos, dreams, intellects, research, teaching and aesthetics.

It may very well be, as many have suspected since the inception of the debate about the stadium, that it was a “done deal” before we in Fort Collins ever heard of it. It may be true that all the agonizing will have no effect and we as community residents have never had a voice. I hope that is not the case. If balance and any aesthetic and academic sense enter into the picture, that stadium will not be built on campus but funded where it can be framed by the foothills, overlooking the campus and city, balancing its function within the university and not overpowering Fort Collins or CSU as a whole.

Maxine Mark
Mrs. Thomas Mark
Fort Collins, CO 80525
970-482-0873

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:46 PM
To: marty tharp
Subject: RE: Don't build a new stadium

Good afternoon, Mr. Tharp:

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

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

From: marty tharp [<mailto:mptharp@hotmail.com>]
Sent: Wednesday, May 01, 2013 12:09 PM
To: CSUS Board
Subject: Don't build a new stadium

As a retired CSU faculty member, I strongly oppose the construction of an expensive, oversized campus stadium.

Nothing in the research suggests that building a new stadium will do anything for the academic rating of our university. Nothing spent on Athletics is as important as supporting our staff. Nothing about the new stadium will enhance our town.

Where do you think the tailgate parties will take place? Where will the parking be? How disruptive will transportation be in connection with an on-campus stadium?

The university has done a great job gathering contributions in its last big fundraising effort for academic programs. I doubt they can do it again for athletics. The university doesn't need the debt this effort would entail.

Hughes Stadium is a wonderful location-- with parking galore--and transportation already worked out nicely. Pat Stryker put a lot of money into upgrading Hughes . I'd hate to see all that wasted.

Tony Frank is a great president but in this case, I think he's on the wrong track. Athletics already gets a huge portion of the university's budget.

Marty Tharp, CSU emeritus professor, Department of Journalism and Technical Communication.

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:47 PM
To: nklea@comcast.net
Subject: RE: I oppose the on campus stadium from Nancy K. Lea (no message to open)

Good afternoon, Ms. Lea:

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

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

From: nklea@comcast.net [<mailto:nklea@comcast.net>]
Sent: Wednesday, May 01, 2013 2:25 PM
To: CSUS Board
Subject: I oppose the on campus stadium from Nancy K. Lea (no message to open)

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:49 PM
To: Jan and Dick Crawford
Subject: RE: Main-Campus Stadium

Good afternoon, Mrs. Crawford:

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

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

From: Jan and Dick Crawford [<mailto:dicknjan@frii.com>]
Sent: Wednesday, May 01, 2013 5:37 PM
To: CSUS Board
Subject: Main-Campus Stadium

I oppose building a new stadium on campus. The present stadium can serve us well for many years to come, and the money could be more wisely spent.

Janet Crawford
2108 Creekwood Ct.
Ft. Collins CO 80525

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:57 PM
To: Carol
Subject: RE: On campus Stadium

Good afternoon, Ms. Ostrom:

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

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

-----Original Message-----

From: Carol [<mailto:dreamdancer1818@yahoo.com>]
Sent: Wednesday, May 01, 2013 8:37 PM
To: CSUS Board
Subject: On campus Stadium

Dear CSU Board of Governors,

I have been a Ft. Collins resident since 1976. I am a CSU alumni.
And I am VERY opposed to putting a football stadium inside town, bordering a local neighborhood.

Aside from the faulty logic of "you can't fill 35,000 seats, but you can fill 50,000 seats", my concern is the potential for chaos to erupt when "team spirit" gets out of hand due to win / lose dynamics, alcohol and adolescent hot tempers (of any age).

Just observe the events of the last few years, including the other night, April 27 - a simple party (which both CSU and the police were notified of in advance, so their organizers were in compliance), that got out of control...now throw in a stadium, a team that loses (doesn't matter which side loses) and a neighborhood that will be the sitting duck when these "things" erupt. And they will, it happens more and more these days.

Does CSU want to be promotor of a vehicle (the stadium) of such potential mayhem? How would this reflect on our community?...how does this " Keep Fort Collins Great"?

CSU and the City of Fort Collins are inextricably linked. There is no way for CSU to put a super structure on the edge of campus that will not effect the neighborhoods that are in close proximity to the stadium, as well as the entire city. Think noise, litter, beer bottles, bike riders and drunk drivers, parking...just the tension of parking will be a hotbed of trouble-

annoyed homeowner whose driveway is blocked, has car towed, car owner comes out of game, finds car towed and decides to break homeowners window- simple escalations of tensions.

Parking at Hughes Stadium and busing people BACK into town makes CSU look very foolish and not the leader in energy efficiency and green lifestyle.

If this was your town, if you lived here, how would you feel? Do unto others as you would have them do unto you. Pretty basic, pretty simple to follow.

Thank you for making the right choice rather than one that lines your pockets with lucre. In the long run you will be judged for your righteous decision rather than your personal financial portfolio.

Please do NOT support this stadium. Please prevent CSU from making this terrible mistake, it would be an ERROR, not a new Era. It will destroy the quality of life in Fort Collins in ways that will bring much sorrow in the big picture.

Sincerely,
Carol Ostrom
CSU Class of 1980

Sent from my iPad

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:56 PM
To: BILL JAN WOODS
Subject: RE: Stadium

Good afternoon, Mrs. Woods:

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

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

From: BILL JAN WOODS [<mailto:bnjwoods@msn.com>]
Sent: Wednesday, May 01, 2013 7:32 PM
To: CSUS Board
Subject: Stadium

Not everyone is opposed to the new stadium! There are a lot of us who have a life other than being a "senior citizen against practically everything". My husband and I are both senior citizens but we are both strongly in favor of the new stadium. We sat through every open meeting that was held regarding the stadium and commend President Frank for his leadership and patience. Most of the people who opposed the stadium were the same speakers at each meeting and most admitted that they don't like football and that they did not attend games. Many admitted that they had never attended a game at Hughes! We feel that the new stadium would not only be great for CSU but it would also be a great asset to the city. Parking can be built to accomodate the crowds. Right now people that come from out of town just get in their cars and go home rather than staying around the campus and then having dinner. Most of those opposed to the stadium have given "little or nothing" monetarily to CSU by their own admission. Others who attended admitted that they give to CSU--both academically and athletically--and they favored the new stadium.

The new stadium will definitely be a game changer for Fort Collins!
Go Rams!! Janice Woods

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:59 PM
To: Bryan Reid
Subject: RE: CSU On-Campus Stadium

Good afternoon, Mr. Reid:

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

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

From: Bryan Reid [<mailto:reid6791@gmail.com>]
Sent: Wednesday, May 01, 2013 9:50 PM
To: CSUS Board
Subject: CSU On-Campus Stadium

CSU Board of Governors,

I am aware that opposition to the proposed on-campus stadium plan to be in attendance at the BOG's meetings May 2 & 3 in Ft. Collins. Being a fully employed, Colorado state resident, and CSU alumni, I regret that I will not be able to attend the meeting to voice my support for the BOG's decision to approve the proposed stadium plan, provided that sufficient private funds can be raised.

I would like to state that I am a firm believer in this project. Once complete, it will provide the campus, the city of Ft. Collins, and the entire northern Colorado region a centerpiece gathering facility that can support multiple athletic competitions (lax, soccer, football), concerts, with state-of-the-art audio/visual equipment in a location that will be viable as long as Colorado State University is in existence. Furthermore, Hughes Stadium is an antiquated, functionally obsolete facility that can neither serve multiple sports nor community functions because of its location and its current state of disrepair.

My final point in support of the stadium, has to deal with the nature of the anti-stadium contingency. Simply stated, this group is the most disingenuous coalition imaginable. They are not fans of CSU, CSU athletics, or even general progress in the Ft. Collins community. Many of these same people have spoken against the current eye sore that is the Foothills Mall. I have been a Ram Club member and football season ticket holder since I graduated in 1998. I trust that the Board will see the opposition for what they are, Ft. Collins residents with too much time on their hands.

Thank you for your time,
Bryan Reid
CSU Class of 1998
Ram Club Member
CSU Football Season ticket holder

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:01 PM
To: elaineboni@juno.com
Subject: RE: stadium

Good afternoon, Ms. Boni:

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

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

From: elaineboni@juno.com [<mailto:elaineboni@juno.com>]
Sent: Thursday, May 02, 2013 6:54 AM
To: CSUS Board
Subject: stadium

Please reconsider the building of a new stadium at C.S.U. Hughes Stadium is a beautiful site. Pat Stryker contributed money to upgrade it, and the Sonny Lubick field celebrates past victories and leadership. The campus is not large enough to support a huge stadium, and it is surrounded by residential neighborhoods. Parking will actually be eliminated to build the stadium. Does that make sense?

I have lived just south of C.S.U. in a quiet, lovely neighborhood for forty years. The peaceful area will be greatly affected by an on-campus stadium.

Please stop this impractical idea.

Yours,

Elaine Boni

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:02 PM
To: Suzie Gannett
Subject: RE: Just say NO

Good afternoon, Ms. Gannett:

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

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

From: Suzie Gannett [<mailto:sgannett@comcast.net>]
Sent: Thursday, May 02, 2013 7:40 AM
To: CSUS Board
Subject: Just say NO
Importance: High

As a parent, educator and community member, I implore you to consider not building a new stadium. In this day and age, this is not a financially sound decision to make. What happen to reduce, reuse, recycle. We need to set a good example for our child and grandchildren. This is over indulgence to the extreme. Please just say no to the new stadium.

sincerely,
Suzie Gannett
Fort Collins

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:03 PM
To: Cheryl KAGAN
Subject: RE: New Stadium

Good afternoon, Ms. Kagan:

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

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

-----Original Message-----

From: Cheryl KAGAN [<mailto:ckkagan@me.com>]
Sent: Thursday, May 02, 2013 8:01 AM
To: CSUS Board
Subject: New Stadium

As a long-term resident of Fort Collins I ask you to please avoid the damage that s new stadium would bring to our beautiful town. There is a beautiful stadium site at the base of Horsetooth Reservoir that offer abundant space for parking(tailgating), better traffic control, less disruption of noise and congestion. Participants will continue to visit local venues for after entertainment. Why not renew Hughes?

Cheryl Kagan

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:05 PM
To: Jill Kreutzer
Subject: RE: CSU stadium

Good afternoon, Ms. Kreutzer:

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

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

-----Original Message-----

From: Jill Kreutzer [<mailto:jckreutzer@gmail.com>]
Sent: Thursday, May 02, 2013 9:23 AM
To: CSUS Board
Subject: CSU stadium

WE DO NOT SUPPORT BUILDING A NEW STADIUM ON THE MAIN CAMPUS AS PROPOSED. IT WILL HAVE A NEGATIVE IMPACT ON THE QUALITY OF LIFE IN CENTRAL FT COLLINS.

LET CSU BE A GOOD MEMBER OF OUR COMMUNITY. THE PRESENT LOCATION IS BUCKED UP AGAINST THE FOOT HILLS, NOT FAR FROM THE MAIN CAMPUS. ROOM THERE TO BUILD A SPECIAL & UNIQUE ROCKY MTN STADIUM. LET US BE MORE BUT IN A SPECIAL WAY.

WE DO NOT NEED MORE DEBT TO SUPPORT THE REDEVELOPMENT OF ROADS ETC THE PROPOSED STADIUM WILL REQUIRE. ULTIMATELY WHO REALLY WILL PAY FOR THIS & ALL IT WILL REQUIRE.

Jill Kreutzer, CSU Emeritus Faculty & Donor, legacy donor now in question Leigh Towill, donor, legacy questionable, dependent on stadium decision

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:05 PM
To: Elaine Spencer
Subject: RE: NO to an On-campus CSU Stadium

Good afternoon, Ms. Spencer:

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

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

From: espencerquilter@gmail.com [<mailto:espencerquilter@gmail.com>] **On Behalf Of** Elaine Spencer
Sent: Thursday, May 02, 2013 9:49 AM
To: CSUS Board
Subject: NO to an On-campus CSU Stadium

Why not keep Hughes, fix it up (again), and bus people to the game---instead of parking at Hughes and busing people to campus? This is an ego-driven scheme by the Athletic Director, not something that is compatible with the city residents and property owners surrounding the proposed site. I would much prefer to see the money channeled to academic programs and research, not to something that would perpetuate CSU's reputation as a "party school". The trash, the parking, the traffic congestion, the drunks--these are all reasons to keep the football games at the current location, not move them into the city. I know that those are problems with football games because I have friends who live near Hughes Stadium and they live with those problems.

Also, probably none of you have visited the Arboretum which is located right smack where the proposed stadium would be--it is a TREASURE! The trees have been there for decades and they are magnificent! To lose them, and the surrounding PERC demonstration gardens would be a shame. There is no comparison between beautiful trees and drunken mobs of unruly football spectators.

Please decide AGAINST an on-campus football stadium and keep Hughes Stadium!

Elaine Spencer

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:07 PM
To: cappy_1@comcast.net
Subject: RE: On Campus Stadium

Good afternoon:

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

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

From: cappy_1@comcast.net [mailto:cappy_1@comcast.net]
Sent: Thursday, May 02, 2013 10:33 AM
To: CSUS Board
Subject: On Campus Stadium

Dear CSU Board of Governors,

As an employee of CSU and a citizen of Fort Collins I am asking the you, the Board of Governors, to concentrate on Hughes Stadium and not go forward with an on-campus stadium.

Several questions have been asked of either the Stadium Advisory Committee (SAC) or President Frank and there has yet to be answers. Examples are:

- What will become of the Hughes property?

- Understanding that no tuition or fee hike to fund the building of the stadium, while commendable, who's going to pay for keeping the lights on, the extra liability insurance, the additional grounds keeping?

Seems to me if questions as simple as these cannot be answered there should be no consideration for a new stadium.

Thank you,
M. Dyer

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:12 PM
To: Janice
Subject: RE: Hughes Stadium

Good afternoon, Ms. Schlieker:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Janice [<mailto:sales@esultd.com>]
Sent: Thursday, May 02, 2013 11:27 AM
To: CSUS Board
Subject: Hughes Stadium

Why would we want to become just like everyone else? Especially when we have one of the most beautiful stadium settings in the world. The backdrop of the foothills, the A, the scene of the town from the stadium. Why would we give that up to be crowded against other buildings, farther from the A, in town, not in the foothills???? And I live near the stadium and have had to deal with the game day traffic and traffic lane changes, for over 30 years...so if anyone would want to get rid of the stadium it would be people like me. But I rather enjoy the days – people walking to the stadium, the sound of the gun going off when there is a score and enjoying traffic controlled runs during the games. Yes I have attended my share of games and we WALKED to the stadium which I will not be able to do if it is moved.

I have worked with college related organizations over the past 30 years and have traveled to many college campuses across the country, I was raised in Nebraska – football mania where the interstate becomes a parking lot on game day, so I am very aware of the different stadiums and where they were located. And with the exception of Air Force Academy – no other stadium beats ours in accessibility, beautiful setting and the awe impact when you see it. All the rest are just concrete blobs on campus, most of which don't even strike you, until you say, oh that's the stadium. When you see Hughes – you know immediately that is OUR stadium.

Put your dollars into something that is historic, beautiful, unique – don't become just like everyone else. Make our stadium – truly our stadium, better than anyone else's because of it being different- not the same old same old.

Bus the students out to the stadium if access is the issue. I highly doubt that anymore will attend an on-campus stadium – they just aren't interested in football or want to spend their time on other priorities. Football is not all CSU is about....

Please don't waste my money on something we really don't need.

THANK YOU

Janice Schlieker

former college minister to CSU



Energy Efficient Lighting

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:08 PM
To: Erin Nuckols
Subject: RE: Be TRULY Green, Please!

Good afternoon:

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

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

From: Erin Nuckols [<mailto:e.lorann@gmail.com>]
Sent: Thursday, May 02, 2013 10:46 AM
To: CSUS Board
Subject: Be TRULY Green, Please!

Hello,

I am a student about to graduate from this institution. I am a resident who has lived around Fort Collins for most of my life. I was raised in Bellvue/Laporte and I attended my fair share of football games at Hughes Stadium. My two cents on this matter, for whatever they are worth as a resident and student - Colorado State University should restore and save Hughes Stadium.

As a "green" campus community we should commit ourselves to using the materials and resources already available to us to stimulate the growth of our athletic attendance. The proposal for a new "green" stadium facility and associated infrastructure comes at an environmental cost, no matter how sustainable the design and construction practices may be. It is especially appalling when a functioning structure already exists.

There are a number of studies, several of which I have attached to this email, that demonstrate that the re-use of an existing structure, with major and minor retrofits for energy efficiency, is considerably better for the environment when looking at a holistic, life-cycle analysis. While the idea of constructing a new structure may seem exciting and relevant right now, the long-term cost of that decision can be detrimental to the environment and ultimately this institution's values. If the donor that is most interested in this new facility would like to put his name on something, maybe you can encourage him to help provide adequate transportation to and from campus before and after games at Hughes Stadium. Ultimately, a decision like that would lessen the carbon footprint of this

American past-time, be better for student health and well-being, possibly allow for greater attendance at games, and align with the goals and objectives of the Climate Action Plan and Green Initiatives at this campus. It does not mean very much to students and local residents if you promote a high STARS-rating but at one of the first opportunities to promote alternative green initiatives, the administrators turn their back on the mission in favor of funding something the campus does not need.

As an aside and in light of the recent riot by university students in the area near the stadium - please also take into consideration the increased police presence that would be required for this endeavor. A cost that is not offset by the donor, but rather by the students through increased fees. Not to mention the fact that the last arable part of a Agriculture institution would be affected and/or removed from the grounds with this plan. Furthermore, let us try not to forget our past and the fact that the campus did have a stadium on site within the last 40 years that was torn down in favor of Hughes.

This list could go on, I am sure, and I believe there is value in diverse opinions and in-depth conversation about the costs and benefits to a decision like this. But I think that as a university with an incredible and long history out here in the west, we need to think about the long term effects of the choices we make as an institution. It is our responsibility as academics, not just business-minded persons, to make tough decisions through prudence, critical thinking, and innovation. We are a state of beautiful, but limited natural resources; we are fortunate to have many incredible thinkers and innovators at this institution. We should use these things to our advantage and strive toward our mission - **"Inspired by our land-grant heritage, we are committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States, and the world."**

Thank you very much and have a good day.

Sincerely,

Erin Lorann Nuckols

--

Erin L. Nuckols

MA in History, Historic Preservation

Colorado State University

Phone: (970) 218 8013

Please consider the environment before printing this email.

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:17 PM
To: Hedleston, Jo
Subject: RE: No new stadium at CSU!

Good afternoon, Ms. Hedleston:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Hedleston, Jo
Sent: Thursday, May 02, 2013 1:43 PM
To: CSUS Board
Subject: No new stadium at CSU!

Don't build it.....renew Hughes!
Jo Ann Hedleston
Philosophy Dept, CSU

Teufel, Sharon

From: Teufel, Sharon
Sent: Friday, May 03, 2013 11:35 AM
To: Tom Hirn
Subject: RE: Support for On-Campus Stadium

Good morning, Mr. Hirn:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Tom Hirn [<mailto:tomhirn@gmail.com>]
Sent: Thursday, May 02, 2013 5:03 PM
To: Teufel, Sharon
Subject: Support for On-Campus Stadium

CSU Board of Governors:

Because of the education received at Colorado State University I have a full-time job and cannot attend the public comment session on May 3rd. However, I feel this issue is important enough to send the Board this email in support of the proposed on-campus stadium.

Allow me to introduce myself as a season ticket holder for 23 years, a Ram Club member, donor to the College of Business, the library, the Oval fund, School is Cool and probably some causes I have long forgotten. In short, I want what is best for the university and see a new stadium the better option between a new stadium and renovating Hughes Stadium.

For a few years my family & I lived out-of-state but managed to drive to most home games, but rarely did we take the time to see the campus to find out what is new with the university. I have attended games at Nebraska, Notre Dame and USC, all on-campus stadiums. To say the atmosphere at an on-campus stadium is more energetic than an off-campus stadium is an understatement. The city of Lincoln comes alive on game day and the city of Fort Collins can experience a similar energy if a new stadium is built. This will lead to more donors, more donations and an improved CSU.

The opposition you will hear does not have the best interests of Colorado State in mind. Those in support of the proposed stadium, such as me, want the best for CSU.

Thank you for your time.

Sincerely,

Tom Hirn
BS ('87) MS ('90)

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:17 PM
To: Chelsea Smith
Subject: RE: On-campus stadium

Good afternoon, Ms. Smith:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Chelsea Smith [<mailto:misschelsea03@yahoo.com>]
Sent: Thursday, May 02, 2013 1:45 PM
To: CSUS Board
Subject: On-campus stadium

Hello,

I'm e-mailing to express my concern for CSU, in regards to the on-campus stadium. As a student, I've heard numerous reasons as to why the stadium should not be built, as well as a few for why it should be built. I understand that in the long run this may benefit our university, by recruiting more athletes and students, which in turn will create more revenue for CSU.

However, when I decided to go to CSU it was not because of the football team. As a military kid, I've lived in states such as Texas where football was a huge deal, and a deciding factor in which college to go to. But when I picked CSU, I saw an "environmentally friendly" school, that had numerous student organizations as well as academic programs and options. Now that I've been at CSU for a few years, my opinion has slightly changed. I'm not sure if CSU can tout itself as such an environmentally friendly school. I'm also well aware, because of my leadership rolls in a few student organizations, that CSU has very strict policies. It concerns me that there are many policies, or things happening (such as the stadium), that feels as if the students don't have a voice in it.

I'm also concerned about the Fort Collins culture. When I first came to Fort Collins I loved it. I loved the simplicity of the town, the railroad tracks that reminded me of my grandparents home in Nebraska, the wide open spaces, outdoors feel, Old Town in general, it was all such a beautiful, somewhat quaint place. I can't imagine a football stadium on campus. Underneath the gorgeous foothills, where it currently resides, is where it belongs. Displaying Colorado's natural beauty, something that I feel many Colorado-born residents forget at times.

Also, students want to drink at football games, as well as alumni. The last football game I went to I had a forty-something alumni who spilled his beer all over me. It happens, it's a part of the culture. Having a dry stadium doesn't seem practical in Fort Collins, especially with a new Brewery being installed in the LSC. What message are we promoting here? Learn how to make beer, but don't drink it? Students would either come to the games and appreciate the lack of alcohol, become extremely wasted beforehand, or not come at all. I'm worried most about the latter two.

Lastly, as I have mentioned above, the culture. Football is a mens game. As fun as it is to watch and be a part of as well as unite us together as a college, this game is very male-centered. All the attention drawn towards the superstar men football players, while the skimpy-clothed cheerleaders line the field for the male students and alumni to gawk at. This viewpoint can definitely be seen as overanalyzing the entire football culture, however it's from classes that I've taken at CSU (Not women's studies classes either) that I have become extremely aware of this multiple times. I liked that CSU felt like a very open city, that all are accepted, not based on their gender, race, culture, etc. However, promoting something like this only promotes ideals that Colorado is not about.

To sum this up, I felt that I had to voice my opinions, and while this may seem long, it is only a glimpse as to how I, and others, feel. I hope that you take it into consideration.

Chelsea Smith

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:10 PM
To: John Halley
Subject: RE: Stadium

Good afternoon, Mr. Halley:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: John Halley [<mailto:ijhalley31@hotmail.com>]
Sent: Thursday, May 02, 2013 11:04 AM
To: CSUS Board
Subject: Stadium

Hello, I'm a Mechanical Engineering student here at CSU. I just wanted to say thanks for listening to the concerns of us in the school and the community who would rather keep the Hughs Stadium than build a brand new one on campus. Thanks so much!

Respectfully,
John Halley

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:16 PM
To: erik unruh
Subject: RE: Please Reconsider the New Stadium

Good afternoon, Mr. Unruh:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: erik unruh [<mailto:erikunruh@gmail.com>]
Sent: Thursday, May 02, 2013 12:52 PM
To: CSUS Board
Subject: Please Reconsider the New Stadium

To whom it may concern:

I am very troubled by the fact that our school governing board is adamant about building an on-campus stadium. Not only is our football team's past behavior proof that they are undeserving of a new stadium, the current Hughes Stadium is unique, admirable and a key aspect of the wonderful life at CSU and Fort Collins.

I realize that the new stadium is directed towards the idea that it would improve student attendance to games and alumni visits to campus. I do not however agree with these propositions. Students who make the effort to going to games now will be the same ones who will attend games in the future, as is the same for alumni who visit campus. Hughes stadium is apart of CSU's history and cannot be replaced by any stadium, regardless of location or architectural design.

My concerns with the new stadium are that the board of governors has not held true to their first promises in regards to this process. Not only is green space being built over, one of the last on-campus outdoor research locations, but the board has not been transparent whatsoever in this process. Student fees are going up (another promise broken) and the board has failed to inform the students why, which directs me to believe that these are going towards the funding of the new stadium.

My final concern with the new stadium is its negative trend towards a sustainable campus. With all the construction currently taking place on campus the waste generated and the resources consumed are at immense levels. This is not what CSU is about. Instead of contributing to the American lifestyle of consumption and the notion of simply throwing something out if it is broken or out of style (not to say that Hughes is either of these), we should push efforts to create a new norm, a more sustainable norm, of improving what we already have. The

cost-benefit analysis shows much more costs and much less benefits in creating a new stadium. The money being raised for this stadium could reap endlessly more benefits in the long-run if put towards something else, such as renewable energy sources, improving energy efficiency on campus, or increasing public transportation. All of these considerations would further CSU's efforts towards leading the nation as a "green" university.

Thank you for your time and consideration in my opinion on this pressing matter. If you have any further questions please feel free to contact me through email or cellular device.

Sincerely,

Erik Unruh
Sophomore, Bachelor of Arts, Environmental Sociology
School of Global Environmental Sustainability
(818)303-4384

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:00 PM
To: Elizabeth Pruessner
Subject: RE: CSU On Campus Stadium

Good afternoon, Ms. Pruessner:

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

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

From: Elizabeth Pruessner [mailto:soilresearch@peakpeak.com]
Sent: Thursday, May 02, 2013 12:58 AM
To: CSUS Board
Subject: CSU On Campus Stadium

Hello CSU Board of Governors,

I cannot attend the meeting on campus tomorrow, but I would like you to know that I oppose the proposed on-campus football stadium.

This is a terrible idea for so many reasons – not the least of which is the effect it will have on the quality of life in Fort Collins. CSU cannot continue to ignore the wishes of the citizens of Fort Collins by pretending this is only a University issue. Building the stadium will have a profoundly detrimental effect on Fort Collins and the university itself. The surveys taken by CSU during the deeply flawed Stadium Advisory Committee process showed that the vast majority of Faculty, Staff, student and citizens are opposed to the new stadium.

Football is not the central mission of the University and building a new stadium will NEVER fund the future of CSU as Dr Frank has dreamed. Numerous studies have shown that football stadiums do not bring in new money for the academic mission of universities. And very few athletic departments even pay their own way, much less provide additional revenue for the actual mission of a university. This idea is a complete squandering of the resources of the university and the good will of the community.

The impact of 42,000 people converging on the heart of Fort Collins for games is a nightmare. Recent events in Fort Collins with drunken student parties swelling into street riots are a prime example of the kind of events we can anticipate if the on-campus stadium is built. The additional 10,000 students Dr. Frank is planning on bringing to town as CSU grows from 25,000 to 35,000 students is already creating a problem in terms of housing, parking, traffic and the attendant tensions in neighborhoods between residents and students.

I was recently contacted by CSU and urged to give money because of the stadium. The student who called me was a freshman and he had no idea of the controversy or history of the topic and was woefully misinformed. These students who call and beg for money have been told that it is a done deal and have been given a set of "facts" to use to convince alumni

to give generously. He was surprised to learn that people in the City of Fort Collins oppose the stadium. As a person who works in the field of

Agriculture I am appalled that the PERC gardens will be destroyed if the stadium is built. Destruction of the last remnant of agricultural research plots on the campus of a land grant institution to build a football stadium is simply unthinkable! This child assured me that the facilities for Horticulture were foremost in the minds of the university and he urged me to give a donation so they can be rebuilt elsewhere. What hypocrisy! The issue of the "state" of the Horticulture buildings wasn't on anyone's radar screen until the site for the football stadium put a bull's eye on PERC. I told him I will NEVER support CSU until they give up this crazy dream of an on-campus stadium.

The story that Tony Frank told the community was that building the stadium was conditional on a sum considerably less than half the amount that will be needed must be raised before it goes forward. Well the freshman who called me for money was not aware of that and it seems that CSU is misinforming and using the students to help Jack Graham raise the money. It did not even seem to register with the student when I said that 300 Million should be spent on academics – not an unnecessary stadium. I urged him to seek out real information about the stadium – not just what he has been handed. And I urge you to do the same. There is plenty of good evidence that building new football stadiums are a bad investment for universities. Please look beyond what you have been told by Jack Graham and Tony Frank. No matter how many stadiums they build, CSU will not become a football powerhouse that can rake in the big bucks from TV contracts and get themselves into a lucrative conference. Hoards of wealthy out-of-state students will not beat down the door to come to CSU because they are so excited by the football team. This is not the road to salvation for the university. It is completely the wrong direction. CSU has many, many wonderful strengths in its academics and research departments and these are the assets we should be selling.

And besides – we have a stadium! CSU should host a challenge to the students to come up with the most creative way to rebuild and refurbish Hughes Stadium as a net-zero Carbon facility. That is in keeping with the mission and vision of the university and it will attract the students of the future. They are grappling with the serious issues of climate change, overpopulation, no jobs, feeding 9 billion people, etc. These students want a chance to help solve the big problems and forge a brighter future. The majority of them are not interested in being entertained in an overpriced luxury football stadium where the naming rights have been sold to the highest bidder. So much for the tradition of Sonny Lubbick field! I guess naming our facility after a real person who coached at CSU and had a tremendous impact on the school and the community is just a quaint custom from the past.

Please listen to the entire community when you weigh this decision. It has divided this community like nothing I have seen in my 33 years as a resident of Fort Collins.

I am an alumnus of CSU and I do not support the stadium. Please do not allow CSU to inflict this massive mistake on itself and Fort Collins.

Thank You,

Liz Pruessner

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 1:55 PM
To: skobrien99@comcast.net
Subject: RE: Proposed CSU Stadium

Good afternoon, Ms. O'Brien:

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

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

From: skobrien99@comcast.net [mailto:skobrien99@comcast.net]
Sent: Wednesday, May 01, 2013 7:21 PM
To: CSUS Board
Subject: Proposed CSU Stadium

As a long term resident of Fort Collins, I am astounded that the CSU Board of Governors is even considering proceeding with plans to construct a new, on-campus stadium at CSU. This does not just affect the campus, it greatly affects the citizens of Fort Collins who apparently have no say in this matter. There is not sufficient infrastructure in place that could possibly provide adequate access to this stadium. The surrounding neighborhoods, College Avenue and Prospect Road will be paralyzed by traffic gridlock, impacting all Fort Collins residents. No adequate traffic study has been done, it seems that CSU does not want proof of the gridlock that will occur if the stadium is built. There is not adequate parking planned for this location. The pie-in-the-sky opinion of the athletic department seems to be that everyone will ride their bikes, walk or somehow all squeeze onto the MAX BRT bus to get to the stadium. This is completely unrealistic. People will drive their cars and try to park in the neighborhoods nearby. There is not enough parking planned to accommodate even a fraction of the 40,000 plus fans that may attend a game.

CSU is in the middle of a City. This is being imposed on residents without having any input into this decision. CSU is not an island - any construction on the CSU campus doesn't just affect the campus, it affects everyone who lives in Fort Collins. When gridlock occurs from game day traffic, then we are going to be stuck with the costs of improving road access around the campus. Hopefully, this will again be brought before our City Council to force a formal declaration that no City funds will be spent in conjunction with improvements needed due to the construction of this stadium. I will certainly do anything I can to make sure this happens so that we are not stuck with the bill for your decision..

All of the drawings of the proposed stadium do not show the elevation and how all the views from the neighborhoods to the east will be impacted. Where now they have a view of the foothills, all they will be seeing is the walls of this enormous stadium.

While I understand the desire for the new stadium, the land constraints with the CSU campus make that unworkable. I ask the Board to please consider not just the needs of CSU, but the needs and rights of the citizens of Fort Collins in your decision.

Sandra O'Brien
600 Dartmouth Circle
Fort Collins, CO 80525

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:14 PM
To: George Newman
Subject: RE: A New Stadium

Good afternoon, Mr. Newman:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: George Newman [<mailto:georgenewman445@gmail.com>]
Sent: Thursday, May 02, 2013 12:23 PM
To: CSUS Board
Subject: A New Stadium

Here are some reasons to cancel the proposed stadium project:

1. A clear consensus of the community will never be reached. This big deal will split the community.
2. Beyond game day traffic concerns, it will change forever the landscape of a large swath of the City. It does not fit with the sustainability image of CSU and the City.
3. There is no guarantee that a mediocre team will fill the stadium or that the stadium will attract a better class of players. It is extremely difficult, especially today for college football programs to step up in class. Even Oregon, perhaps the most recent success story, is now faced with NCAA violations. By the time the stadium is built, the top schools may have already broken away from the NCAA further making the task of stepping up in class more difficult.
4. At a time when college is becoming out of reach for more Americans, money, even from private donations, should be spent on the core objective, education. If CSU cannot attract students due to its programs and location in one of America's best small cities, it's time to rethink its purpose.
5. If CSU intends to make a name for itself in college sports to attract more students, it's much cheaper to do that with the basketball program. And nothing is stopping CSU from upgrading its talent through the efforts of Coach McElwain and keep playing in Hughes. The "on-campus" requirement is bogus. Hughes is no more than 3 miles from campus. CSU could hold on campus tail-gating and rallies and then shuttle the fans to Hughes and accomplish the same thing.

--
George Newman
A Fort Collins resident

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:15 PM
To: Don Keller
Subject: RE: The proposed stadium

Good afternoon, Mr. Keller:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: Don Keller [<mailto:donnykeller@comcast.net>]
Sent: Thursday, May 02, 2013 12:25 PM
To: CSUS Board
Subject: The proposed stadium

I, like I think the majority in this city, am opposed to a new stadium. I'm doubtful that our wishes will matter much.

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 02, 2013 2:04 PM
To: 'Jane Sullivan'
Subject: RE: On Campus Stadium

Good afternoon, Ms. Sullivan:

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

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

-----Original Message-----

From: Jane Sullivan [<mailto:JDS2105@comcast.net>]
Sent: Thursday, May 02, 2013 9:05 AM
To: CSUS Board
Subject: On Campus Stadium

I just want to lend my 2 cents worth. I am strongly opposed to the proposed on campus stadium. I am an alum (Master'sDegree) and a supporter - I have funded 2 scholarships, and had a room named after my late husband. I tell you this just so you know that I am a CSU supporter. Why am I opposed to the on-campus stadium? Here are a couple of reasons:

- 1) What it will do to our town - traffic, noise, a big, ugly monolith, especially when not in use.
- 2) Cost. No matter where the money comes from, it could be better used for education.
- 3) Putting the sport of football above all things. Especially with the current knowledge of the danger of head injuries to players.
- 4) Did I mention the money? What about teachers salaries, employees salaries, important structures for the University, research projects, scholarships.
- 5) It will keep me off campus, rather than draw me in.

Jane Sullivan

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 1:55 PM
To: Edie
Subject: RE: CSU on-campus stadium

Good afternoon, Ms. Bowman:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Edie [<mailto:drbcvc@gmail.com>]
Sent: Thursday, May 02, 2013 5:31 PM
To: CSUS Board
Subject: CSU on-campus stadium

I am unable to attend the meeting on May 3rd. I would however like to say that many many thousands of residents in Fort Collins are against building the on campus stadium. We have signed petitions, written letters, crowded out city council meetings, requested a ballot for voting, held neighborhood meetings and marched in parades, trying to give the residents a voice.

Hopefully you will consider that the residents in Fort Collins, the students on campus, the faculty and staff have been trying to come together to plead that you will not allow this to happen.

Edie Bowman
1800 Sheely Drive
Fort Collins, CO 80426
drbcvc@gmail.com

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 1:56 PM
To: brigitte dempsey
Subject: RE: Hughes Stadium

Good afternoon, Ms. Dempsey:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: brigitte dempsey [<mailto:gitabvd@gmail.com>]
Sent: Thursday, May 02, 2013 5:42 PM
To: CSUS Board
Subject: Hughes Stadium

Dear Board of Governors:

Please note that I am strongly against the proposal of relocating Hughes Stadium. The stadium is currently in an ideal location. Games there do not cause undue traffic problems in Ft. Collins proper and the site is very attractive. It seems pure insanity to me to bring the activities associated with a stadium into the heart of town/university and I strongly urge you to abandon the current plan.

This e-mail is sent to you in order to voice my objections in relationship to the meeting you have planned for tomorrow, May 3.

Sincerely,
Brigitte Dempsey

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 1:58 PM
To: Cheryl Tobin
Subject: RE:

Good afternoon, Mr. and Mrs. Tobin:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: Cheryl Tobin [<mailto:deserttobin@gmail.com>]
Sent: Thursday, May 02, 2013 5:56 PM
To: CSUS Board
Subject:

Please preserve Hughes stadium!!
Thank - you,

Tom and Cheryl Tobin
Fort Collins, CO
80526

Sent from my iPhone

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 1:58 PM
To: Donna Beard
Subject: RE: Stadium - public comment session

Good afternoon, Ms. Beard:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Donna Beard [<mailto:DWBeard@mail.com>]
Sent: Thursday, May 02, 2013 6:38 PM
To: CSUS Board
Subject: Stadium - public comment session

To the CSU Board of Governors ~

We oppose building a stadium on the campus for the following reasons:

1. referring to newspaper article in Ft. Collins Coloradoan - Jan. 16, 2013 page B3 - written for USA TODAY

(Entire article should be read but here are a few lines quoted.)

"Public universities competing in NCAA Division 1 sports spend as much as six times more per athlete than they spend to educate students Between 2005 and 2010, athletic department spending rose more than twice as fast as academic spending on a per-student basis. Median per-athlete spending by 97 public institutions in top-tier football bowl ...increased the most: 51% while median spending on education increased 23%. Meanwhile, tuition at four-year public universities increased an average of 38% while state and local funding rose 2 %, research shows.

At schools where athletic budgets top \$70 million, ticket sales are largest source of revenue, followed by contributions, TV agreements, etc. shown by the report. However, fewer than one in eight of 202 Division 1 schools in the report generated more money than they spent in in any given year between 2005 and 2010.

Most athletic departments are subsidized in part with student fees and state and institutional funds because they do not generate enough revenue to cover all their costs. That subsidy is the largest and fastest-growing source of revenue for lower-tier schools." Division 1 schools in the Mountain West conference spend \$13,690 per student and \$74,264 per athlete. Report was released by the Delta Cost Project at the non-profit American Institutes for Research.

(Colorado is #2 from the bottom in educational funding. From where will additional funds for a new stadium come ?)

2. We are concerned that college tuition is rising to such a point that students are now taking on a debt load of major amounts to finance their schooling. To fund the building of a new stadium results in an increase in student fees.

3. The placement of a stadium (approx. 12 stories high) in the middle of campus certainly blocks off a view of the mountains that most schools, businesses would love to have.

4. Parking on game days will be a disaster in neighborhoods within a mile of an on-campus stadium.

5. Keep Hughes Stadium. The new landscaping surrounding it is beautiful - we were at many games early on in Hughes' history when parking was on dirt and weeds!

Donna Beard
1216 Morgan
Ft. Collins, CO 80524

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:00 PM
To: Chad Jones
Subject: RE: Support for Dr. Frank and on-campus multi-use facility

Good afternoon, Mr. Jones:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Chad Jones [<mailto:dchadj@yahoo.com>]
Sent: Thursday, May 02, 2013 7:16 PM
To: CSUS Board
Subject: Support for Dr. Frank and on-campus multi-use facility

Greetings Board of Governor Members,

First, I would like to thank you for your service to our University. I certainly understand the time commitment and effort you provide and are very appreciative of that.

I'm writing today to show support in the direction of the University under the leadership of Dr. Tony Frank. Although I would love to do this in person at your meeting, I have yet to reach my retirement years and thus have other commitments scheduled during the work week.

As an Alumni with two degrees from CSU and also a 20+ year resident of the City of Fort Collins, my wife and I embrace and welcome the many improvements that have taken place on campus, as well as the proposed privately funded multi-use on-campus facility. I've always felt that one of the mistakes of the past is the location of Hughes Stadium. It does little to enhance the connection to the University, nor does it provide a portal to entice further investigation by potential students getting their first look at CSU (example at the end if you are inclined to read that far).

All projects have detractors. I will admit it does disappoint me that a small, yet vocal, group is in opposition given what CSU means to the City, Region and State. But, that's ok, it has made the process transparent and open. All I ask of the BOG is to continue to make informed decisions based on what is in the best long-term interests of Colorado State University.

Across the wide spectrum of the University, Dr. Frank and CSU leadership have proven they are forward-thinking and intelligent, not to mention wonderful ambassadors of CSU. I support their direction and am very enthusiastic about the future of Colorado State. The University appears to have momentum on its side at the moment, as well as the City of Fort Collins, and now is the time to support an on-campus multi-use facility, or it may never be completed. I'm certainly aware of and agree with the privately funded aspect of the project. Appropriate due-diligence by professionals in the field has been completed. If the funds can be raised I look forward to the day I can take my two children to our campus for Saturday afternoons each fall.

GO RAMS!

David C. Jones,
2nd Bachelor's '96, MA '99

“Front Porch” example: A little over two years ago, my then 15 year old nephew was coming to Colorado (from out of state) on a high school adventure club trip. He asked if I could pick him up at the end of the trip as they bussed through Denver. He knew I would be going to the Rams football game later that day and was starting the process of looking into colleges. I picked him up that morning, drove back to our house in Fort Collins, gathered a few items then went to Hughes Stadium with my kids and nephew. After a few minutes in the tailgating area, he looked at me and said “where is the rest of campus?” I had to explain this wasn't where the campus was and that it was 3 miles away. He looked perplexed and I assured him we would tour campus the next morning before taking him to the airport. Needless to say, a hurried Sunday morning tour on a deserted campus did little to raise his interest level as the first impression moment had been lost. The more I think about this, the more I'm convinced that a vibrant, busy campus on a fall Saturday would have made a wonderful impact on a prospective student and given me the opportunity to “talk up” CSU, which would continue to enhance my connection to the University as well.

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:00 PM
To: Sally Miles
Subject: RE: a new stadium

Good afternoon, Ms. Miles:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Sally Miles [<mailto:sallymiles@comcast.net>]
Sent: Thursday, May 02, 2013 7:50 PM
To: CSUS Board
Subject: a new stadium

Hello Board Members,

Please count this email among the many Ft. Collins residents OPPOSED to building another stadium, especially in the middle of town. I'm a graduate of CSU's grad program, where I was also a TA, while earning my master's degree.

Hughes Stadium is perfect right where it is. The location is beautiful, not far from students or "townies," and its location also dissipates traffic snarls away from the center of town. Leave the stadium where it is. DO NOT BUILD A BOONDOGGLE, whose cost and future maintenance costs would burden both students and FoCo residents. A useless stadium in the center of town is **NOT, NOT, NOT** what students and Ft. Collins citizens want. The majority have spoken. Those who ignore this majority clearly envision their personal financial gain from building yet another stadium.

You've heard all these arguments for years. However, I'm going to make one more blasphemous argument that goes against the "holy" nature of football and football-worship in our culture, so will probably negate everything else I've said. It is that football is brain damage and always has been. It's child abuse. No children should be allowed, let alone encouraged to play this game. The game is about money, violence, a war mentality and everything about it repulses me. My feelings about the game have no bearing on the stadium question. But I believe future centuries (dare I hope decades instead?) will eschew American football in favor of less violent and damaging sports. And to be fair, I think "football" as played all over the world (soccer) should ban use of the head during play. That causes brain damage too.

Please vote against building a second stadium, against ruining a huge part of town, against supporting a few who will make millions, against supporting a violent barbarity. A vote in favor of another stadium is wrong-headed, corrupt and reprehensible in every way. I can think of NO reason for another stadium. ...not one single reason to build it, other than lining a very few pockets.

Sally Miles
Council district 5
223-3012

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:01 PM
To: ajs@frii.com
Subject: RE: community member opinion on new stadium

Good afternoon, Mr. Silverstein:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: Alan Silverstein [<mailto:ajs@frii.com>]
Sent: Thursday, May 02, 2013 9:57 PM
To: CSUS Board
Cc: ajs@frii.com
Subject: community member opinion on new stadium

Greetings. I've lived in Fort Collins for over 35 years, read the newspaper daily, and have followed the stadium debate with interest but no prejudice, considering the arguments being made by both sides.

I want you to know that after reading a great deal on the topic, my opinion now is that building the new stadium on campus is a colossal BOONDOGGLE and should be avoided. Please cancel the project and redirect the related energy and resources to higher and better purposes.

Now I recognize that bold new initiatives are needed to get great projects done, that there's never universal acceptance, and that the "time is never right." However in this case I've come to believe that the vision is just plain WRONG, and out of whack with reality.

We don't need, and I don't want, a new on-campus stadium, which would negatively affect MY life in various ways. The arguments in favor just do not add up.

Thanks for listening.

Alan Silverstein

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:02 PM
To: Donna Beard
Subject: RE: Stadium

Good afternoon, Dr. Beard:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Donna Beard [<mailto:DWBeard@mail.com>]
Sent: Thursday, May 02, 2013 11:35 PM
To: CSUS Board
Subject: Stadium

Board of Governors. There is a stadium issue that I believe has not been discussed. What is the environmental cost of building this new stadium? Converting limestone into this much cement not only will cost millions of dollars but will contribute millions of btu's into the atmosphere. The transportation of all the construction materials, equipment and manpower will add millions more. If we tear down the existing "blighted" stadium structure to create more real estate value at that site we create more waste. That material now has to be transported to the City recycling facility and we create more transportation costs, crushing costs and more dust pollution near the hospital and its close neighborhoods. A new duplicate stadium is the exact opposite of what many CSU departments are trying to teach about conservation of resources and being environmentally responsible. Let us not be selfish.

Donald Y. Beard, M.D.

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:04 PM
To: Geoffrey Cowles
Subject: RE: On-Campus Stadium

Good afternoon, Mr. Cowles:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Geoffrey Cowles [<mailto:geoffreycowles@alumni.colostate.edu>]
Sent: Friday, May 03, 2013 1:31 AM
To: CSUS Board
Subject: On-Campus Stadium

To the Colorado State University Board of Governors,

Please do not be persuaded by a vocal minority of individuals that not only aren't current supporters of Colorado State University, but don't have its best interests in mind moving forward. Change is seldom met without opposition. Greatness is never achieved without visionary leadership. We have a consistently improving university, already worthy of AAU membership, having recently completed the audacious \$500 million campaign for Colorado State, and just as with academics we should settle for nothing short of excellence in our athletics programs. Whether everyone likes it or not, our athletic programs are the face of our university, the front porch to our fine colleges, and they've lagged behind for far too long. Through our history CSU's leadership has failed to capitalize on success, or even strive for it. Mediocrity has been acceptable to the point that it's part of our ethos. It's time for that to change, and we're on the cusp of that breakthrough. I urge you to stay the course. Those that love and support Colorado State University are behind its betterment. The naysayers's true colors, especially their leader's motives, have been shown to be selfish and disingenuous at best.

Please don't be distracted by individuals that couldn't care less about Colorado State University. Allow Tony and Jack see this through and let's awake the sleeping giant. Soon the Rams of CSU will be known coast to coast for excellence in everything we do!

Sincerely,

Geoff Cowles

970-581-1820

Broker, Cowles Real Estate

Program Coordinator, Arms of Love International

2004 CSU COB alumnus and current Fort Collins resident

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:06 PM
To: Smith, Dave
Subject: RE: I Oppose the Main Campus Idea

Good afternoon, Mr. Smith:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Smith, Dave [mailto:Dave.Smith@penton.com]
Sent: Friday, May 03, 2013 9:35 AM
To: CSUS Board
Subject: I Oppose the Main Campus Idea

As an alumni (BA 90' and MBA 2003) I highly oppose this idea for so many reasons its exhausting to consider listing here.



Dave Smith
Managing Director, Client Services
Penton Marketing Services
Office: 970-203-2958
Mobile: 970-214-3496

www.twitter.com/PentonMktg
www.PentonMarketingServices.com

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:06 PM
To: Maggie Cummings
Subject: RE: I Oppose the Main-Campus Stadium at CSU

Good afternoon, Ms. Cummings:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Maggie Cummings [<mailto:me.maggie@gmail.com>]
Sent: Friday, May 03, 2013 9:44 AM
To: CSUS Board
Subject: I Oppose the Main-Campus Stadium at CSU

Boondoggle (Project):

A boondoggle is a project that is considered a useless waste of both time and money, yet is often continued due to extraneous policy motivations. -

-from Wikipedia, and the experience of failing projects that precede this potential mistake.

I implore you to stop the boondoggle that would be a new stadium on the main campus of Colorado State University.

Among many reasons reiterated, It would adversely impact PERC.

<http://soshughes.org/wp-content/uploads/2012/04/Stadium-Position-Paper-SOSHughes-13April2012-Rev-03.pdf>

Do the right thing and stop the main campus stadium project.

Margaret E. Cummings
Fort Collins, Colorado

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:07 PM
To: Jean Yule
Subject: RE: Opposition to the Proposed New Stadium

Good afternoon Mr. and Mrs. Yule:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: Jean Yule [<mailto:jlouyule@gmail.com>]
Sent: Friday, May 03, 2013 10:17 AM
To: CSUS Board
Subject: Opposition to the Proposed New Stadium

To all members of the CSU Board of Governors:

We wish to share our observations in opposition to the new stadium. We see no justification and a myriad of flaws and high risk to such a project. In our view it is extravagant in the extreme and wrong headed: wrong time, wrong place, wrong focus, wrong priority, and wrong message and totally unnecessary. We have a stadium in the right place that can be enlarged and enhanced for a fraction of the cost.

Mr. Graham seems not to appreciate the location, the ambiance or the traditions surrounding Hughes. He comes to town not looking to do something with us or for us but to us---saying "I am committed to making this happen". He seems not to appreciate the purpose of Homecoming inviting alums back for a weekend of exposure with on-campus activities and open house opportunities. He seems not to appreciate the fact that CSU and the extended community are not and never have been Stanford, Arkansas, or Boulder wannabes.

It is apparent to all that that coach McElwain was recruited and is recruiting on the promise that a new stadium will be built---long before any authorization has been made. Coach is pleased that after 150 years, the University will have a "cornerstone".

Most disturbing is the crackdown on dissent and discussion on campus. Is this not an anathema to the basic goal of opening minds, discussing issues, exploring options---to say nothing of democracy's bedrock guarantee of freedom of speech?

Dr. Frank's oft repeated vow to respect the community and avoid division in the University/Community environments is a joke. The community has never felt more shut out or disrespected. The ill will may be the greatest and most damaging fall out of all. No price tag can be put on this breach of faith.

Dr. Frank seems to be the last to see how spectacularly he has succeeded in dividing the University/Community. Or, it may be more accurate to portray the University/Community as united against the new stadium.

We implore you to reconsider this ill-conceived, if not illegitimate project. It need not go forward.

Sincerely and with all due respect,

Jean (alum) and John Yule of Fort Collins

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:07 PM
To: James Heaton
Subject: RE: Oppose Building New Stadium

Good afternoon, Mr. Heaton:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: James Heaton [<mailto:jimtheaton@msn.com>]
Sent: Friday, May 03, 2013 11:02 AM
To: CSUS Board
Subject: Oppose Building New Stadium

Sirs --

This is to let you know that I oppose the building of a new stadium, for the following reasons:

- 1) We already have an excellent stadium near campus;
- 2) There are many higher, academic priorities for this level of expenditure.

Thank you,

James T. Heaton
416 N. Roosevelt Ave.
Fort Collins, CO 80521

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:08 PM
To: Riley Fisher
Subject: RE: In Favor of on-campus stadium

Good afternoon, Mr. Fisher:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Riley Fisher [<mailto:rileyafisher@gmail.com>]
Sent: Friday, May 03, 2013 11:18 AM
To: CSUS Board
Subject: In Favor of on-campus stadium

I couldn't make the meeting today because of class but I am a current student and life long RAM and I am forever in favor of the on-campus stadium

Thanks,

Riley, senior HES major

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:15 PM
To: davidjohnson@comcast.net
Subject: RE: New Stadium

Good afternoon, Mr. Johnson:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: davidjohnson@comcast.net [<mailto:davidjohnson@comcast.net>]
Sent: Friday, May 03, 2013 12:22 PM
To: CSUS Board
Subject: New Stadium

To the CSU Board of Governors,

I am writing in support of your decision for starting the fundraising campaign to build a new on campus stadium. My family moved to Ft Collins in the early 70's, the 1870's. We have seen a lot of change over the years. I can remember the fights over HP and Budweiser and the vocal few who thought it would destroy the Ft Collins way of life. My family was affected greatly by the HP decision, as our farm was directly west and south of their campus they built . Zeigler was the dirt road (Cty Rd 9) I grew up on and the only other houses we could see were the neighboring farmhouses. The difference is we love Ft Collins and supported each decision that helped shape this city and move it forward. Could you imagine our town without HP, Budweiser, Woodward among others? The mall is a perfect example of lack of forward thinking and it has set the city back millions in tax revenue, and it is costing the city much more today to remedy those mistakes.

I applaud your vision and efforts to keep CSU moving forward and making this great university even better. Thank you so much for your leadership and making the best decision for ALL of CSU.

Sincerely,

DJ Johnson

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:16 PM
To: Glenn Pearson
Subject: RE: Where are your priorities?

Good afternoon, Dr. Pearson:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: Glenn Pearson [<mailto:glenden96@gmail.com>]
Sent: Friday, May 03, 2013 5:26 PM
To: CSUS Board
Subject: Where are your priorities?

CSU Board of Governors:

As a physician in Fort Collins, I see people every day that cannot afford the health care treatment they need, that have no place to live, and that do not have adequate food to feed their families. Also, every week CSU students present to me in our emergency department that are depressed and suicidal in part because of the huge financial stressw palaced on them by your institution. Tuesday I treated a stressed out and suicidal 17 year old CSU freshman, and Wednesday I treated a 20 year old CSU junior totally overwhelmed in part by his school debt.

I am appalled by CSU considering spending ever more money on athletics, while letting our children literally kill themselves because of the crushing debt you place on them.

Sincerely,

Glenn Pearson, M.D.

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:16 PM
To: dmaj727@frii.com
Subject: RE: Opposition to a new stadium

Good afternoon, Ms. Hedrick:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: dmaj727@frii.com [<mailto:dmaj727@frii.com>]
Sent: Saturday, May 04, 2013 10:23 AM
To: CSUS Board
Subject: Opposition to a new stadium

Please don't ruin our neighborhoods by putting a new stadium in the middle of Old Town Fort Collins. Not only is there a perfectly good location already in place, it has ample opportunity for increasing the capacity to accommodate the number of seats and other issues those in favor of the new stadium keep presenting.

Sincerely,

Martha Hedrick

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:18 PM
To: KENT Hughes
Subject: RE: On-Campus Stadium

Good afternoon, Mr. Hughes:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: KENT Hughes [<mailto:kent.m.hughes1976@gmail.com>]
Sent: Sunday, May 05, 2013 6:10 AM
To: CSUS Board
Subject: On-Campus Stadium

Kent M. Hughes

1749 Antero Drive

Longmont, CO 80504

kent.m.hughes1976@gmail.com

(720) 229 9433

May 5, 2013

Colorado State University Board of Governors,

Dear Sir or Madam,

When Dr. Frank announced his decision for the On-Campus Stadium my heart rejoiced. I am not an alumni or Ft. Collins resident, but I am a dedicated fan. I grew up in Oklahoma watching Tulsa University and Oklahoma State University when both universities had losing seasons year in and year out. When they decided to invest in their athletic facilities there has been a huge turnaround in play on the field, student pride, athletic donors, as well as academic donors. CSU is at the same point Tulsa was at in 2003 when a new football coach was hired that turned the team around just like Coach McElwain is doing now. I support building an On-Campus Stadium.

Personally I am here today because of CSU and the support from fans in RamNation. I recently had Bariatric surgery and have turned my life around so I can see My Rams. In six weeks post surgery I have lost 65 pounds by working hard (Just like Coach and the rest of the Rams are currently doing) to be able to walk and get to my seat in the North End Zone. Thank you for taking time to read my e-mail.

Sincerely yours,

Kent M. Hughes

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:18 PM
To: John Sprackling
Subject: RE: Building a new stadium

Good afternoon, Mr. Sprackling:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: John Sprackling [<mailto:cyberwalleye2@aol.com>]
Sent: Monday, May 06, 2013 11:23 AM
To: CSUS Board
Subject: Building a new stadium

Dear Sirs; I am against building a new stadium for the following reasons:

1. It will take up space on the existing campus which will eventually be needed for academic purposes.
2. Hughes Stadium is not "antiquated" and can be remodeled at much less cost than building a new stadium.
3. Game day traffic, parking, tailgating, and partying is more compatible with Hughes than on campus.
4. Ft. Collins has a lot of outdoor and recreational opportunities that compete with football for the dollar.
- 5 Past history shows that Ft. Collins is NOT a football crazy town as most residents are transplants or retired and have football loyalties to where they previously lived or were raised.
- 6, The great majority of CSU faculty, students, and Ft. Collins residents are against building a new stadium.
7. THE PRIMARY PURPOSE OF A UNIVERSITY IS EDUCATION, NOT ENTERTAINMENT.

Sincerely,
John Sprackling CSU Alum. 1968

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 06, 2013 2:19 PM
To: John Nystrom
Subject: RE: CSU stadium

Good afternoon, Mr. and Mrs. Nystrom:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: John Nystrom [<mailto:jkn1221@q.com>]
Sent: Monday, May 06, 2013 11:52 AM
To: CSUS Board
Subject: CSU stadium

We wanted to let you know that we still oppose the building of a new stadium on campus, esp. after traveling to Ann Arbor, Mich. last fall where a newer, very large stadium has been built much closer to the main campus than in the days we went to school there. We were warned by three separate people (relatives, as well as people at the car rental counter in the Detroit airport) NOT to try to drive through Ann Arbor on the Saturday afternoon that we landed because a football game was in progress. Actually, the traffic was jammed on the interstate as well at the main Ann Arbor exit because there was a heavy rain and people were leaving the game early. So that gives you some idea of what to expect should you go ahead with building this stadium.

John & Karen Nystrom

Teufel, Sharon

From: CSUS Board
Sent: Tuesday, May 07, 2013 11:51 AM
To: bobvangermeersch@aol.com
Subject: RE: congratulations to MS Horrell

Good morning, Mr. Vangermeersch:

Thank you for your email congratulating Dr. Horrell on her election as Chair and thanking Governor Zimlich for his service. Your communication will be shared with Chair Horrell, Governor Zimlich and the CSU System Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: bobvangermeersch@aol.com [<mailto:bobvangermeersch@aol.com>]
Sent: Saturday, May 04, 2013 12:17 PM
To: CSUS Board
Cc: at.linnell@gmail.com
Subject: congratulations to MS Horrell

Dear MS. Horrell
Congratulations on your election to the chairmanship of the board.
Thank you for your past service as a governor. SOSH is looking forward to working with you and the board.
Thanks to Mr. Zimlich for his leadership over the past years.
Sincerely
Bob Vangermeersch
Save Our Stadium Hughes
Fort Collins CO.
970-223-0493

Teufel, Sharon

From: bobvangermeersch@aol.com
Sent: Tuesday, May 07, 2013 5:28 PM
To: CSUS Board
Subject: RE: BOG Meeting today

Hi Sharon
Thanks for the info. Just going on what the channel 2 guy asked me.
REgards
Bob V

-----Original Message-----

From: CSUS Board <csus_board@Mail.Colostate.edu>
To: bobvangermeersch <bobvangermeersch@aol.com>
Sent: Tue, May 7, 2013 3:46 pm
Subject: RE: BOG Meeting today

Good afternoon, Mr. Vangermeersch:

In response to your request, it appears you may have received faulty information. Governor Makepeace was absent from the entire Board meeting on Friday, May 3rd. There was a reference during Public Comment to the evaluation of the feasibility study and CSL financial projections in the report prepared by Joel Maxcy for SOS Hughes, but there is no record nor any mention of a study as you described.

We appreciate your continuing interest in Colorado State University.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: bobvangermeersch@aol.com [<mailto:bobvangermeersch@aol.com>]
Sent: Friday, May 03, 2013 11:59 AM
To: CSUS Board
Subject: BOG Meeting today

Ladies and Gentlemen:

The Fox Channel Reporter told me that about 0945 (during the meeting) MS Makepeace said that a study should

be published in about a week regarding the impact on the academics if the new stadium were to be built.

Could you fill me in on this study.

Who is doing it?

what are the goals?

When is it due?

Any anything else that may be of interest.

Please send me a copy and let me know the cost of the copies.

Thanks

Bob Vangermeersch
SOSH
970-223-0493

Teufel, Sharon

From: CSUS Board
Sent: Wednesday, May 08, 2013 3:43 PM
To: Donna Dauner
Subject: RE: save Hughes

Good afternoon, Ms. Dauner:

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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Donna Dauner [<mailto:dauner@comcast.net>]
Sent: Monday, May 06, 2013 3:48 PM
To: CSUS Board
Subject: save Hughes

Dear CSU Board of Governors,

Please thoughtfully consider whether investing in a new football stadium is consistent with education and global outreach expectations of a Colorado land grant university. I don't see how throwing millions to an American sports program that many serious students never experience at all has anything to do with education. Sure it makes for some fine school spirit, but is a luxury aside to the real purpose of a university education.

Following the worst economic downturn in the lives of most Fort Collins residents and CSU students this potential flagrant waste of resources is an affront to our efforts to maintain food, shelter, and if possible education of our youth. As a parent of college age sons, I have experienced tuition increases in the past 6 years that seem to be out of control. Our youth are making up the difference with unprecedented levels of debt. Are you in touch with this reality to Colorado families?

How about solving a real problem? There is no place to park at CSU! There is tons of "A" parking, but guess what, it isn't even for students! You have to be faculty or employee to get those prime spaces. As a citizen of Fort Collins, I would love to utilize the fabulous resources available at the Morgan library, but I can only do that if I plan ahead for at least a half mile hike in from a neighborhood that surely doesn't appreciate the loss of their on-street parking. Why not invest available capital funds that you may be eager to invest in several new parking structures and shuttle services with an emphasis on service to students and opening up some library access for community visitors.

From the heart,

Donna Dauner

Fort Collins citizen since 1979 and CSU College of Business MSBA Graduate 1999

Teufel,Sharon

From: CSUS Board
Sent: Wednesday, May 08, 2013 3:45 PM
To: Daniel Freysinger
Subject: RE: Housing policy

Good afternoon, Mr. Freysinger:

This acknowledges receipt of your email to the Board of Governors of the Colorado State University System regarding the issue of the exit policy of the residence halls 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

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

-----Original Message-----

From: Daniel Freysinger [<mailto:dan@freysinger.net>]
Sent: Wednesday, May 08, 2013 7:07 AM
To: Frank,Tony
Cc: CSUS Board; bob.gardner.house@state.co.us
Subject: Housing policy

Mr Frank,

I have a complaint about the exit policy of the residence halls. I work a full time job to pay the high cost of my daughter's education and forced housing arrangements. I just found out that my daughter is given 24 hours after her last final to vacate the residence halls. Thankfully she was give until Saturday to move out, but she must be out by 10am. Considering most parents work full time jobs, don't you think it would be wise to allow us the weekend to move our students out of the dorms? I imagine there is a budget issue driving this decision because it makes very little sense. We pay far too much for housing to have our students treated this way. I plan to address this issue with regents.

Daniel Freysinger
dan@freysinger.net

JARED POLIS
2ND DISTRICT, COLORADO

1433 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-0602
(202) 225-2161
(202) 226-7840 (FAX)

website and email:
<http://polis.house.gov>



Congress of the United States House of Representatives

COMMITTEES:
COMMITTEE ON
EDUCATION AND THE WORKFORCE

SUBCOMMITTEES:
EARLY CHILDHOOD, ELEMENTARY,
AND SECONDARY EDUCATION
HEALTH, EMPLOYMENT, LABOR,
AND PENSIONS

COMMITTEE ON RULES
STEERING AND POLICY

May 8, 2013

Board of Governors
Colorado State University
410 17th St., Suite 2440
Denver, CO 80202

Dear Chairman Zimlich and Members of the Board:

I appreciate your prompt reply to my letter urging Colorado State University (CSU) to move forward with the implementation of an industrial hemp research program.

Prior to the Board's next meeting, I wish to reiterate that there have been no known instances of a university losing federal funding because that university chose to pursue industrial hemp research. In fact, institutions of higher education in Kentucky, Oregon, North Dakota and other states have not faced any sort of federal funding penalty as a result of their research into this important crop. To my knowledge, no university has even received a warning letter threatening a loss of federal funding, which would be expected before any action was taken.

Nevertheless, as you mention in your letter, the federal government's misguided drug policy does continue to define hemp as a Schedule I drug under the Controlled Substances Act. Until this policy changes, if CSU continues to be concerned about federal funding implications, I urge the University to seek a waiver from the Drug Enforcement Agency (DEA) to pursue industrial hemp research. There is precedent for this type of action. In 1999, the University of Hawaii received such a waiver from the DEA and was permitted to grow hemp on a quarter-acre plot for research purposes. I do not believe this waiver is necessary, but if it would allow the University to move forward more quickly and securely, I strongly encourage you to pursue this strategy.

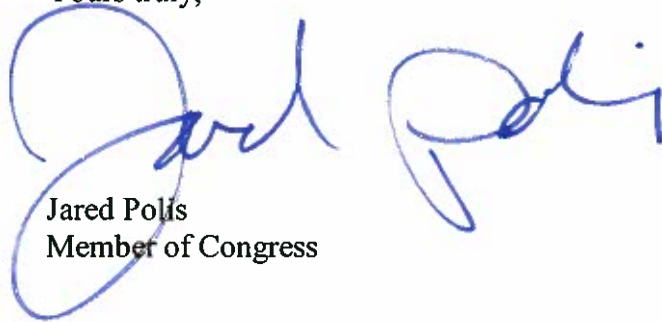
As the Colorado General Assembly and Department of Revenue work to finalize the state's regulatory framework for hemp, I also urge CSU to take an active role in formulating sensible, practical rules that will allow Colorado to lead the nation in regulating industrial hemp. While I am confident that the University can pursue industrial hemp research without fear of losing federal funding, under current law CSU would certainly not jeopardize its federal funding by simply offering advice.

If CSU chooses to pursue a federal waiver, I will personally work with the DEA to see that the application receives full and prompt consideration. With numerous other

universities pursuing industrial hemp research, it does not make sense for CSU to stand by while others in the U.S. take the lead in this important field. As our state's premier agriculture research university, a large part of the future of the industrial hemp industry in Colorado, including jobs and opportunities for farmers across the state, depends on your decision.

I look forward to the Board's consideration of this important issue. I encourage you to seek the assistance of my office if the Board chooses to pursue a waiver, and I ask that the Board keep my office and me apprised of any developments in university policy.

Yours truly,

A handwritten signature in blue ink, appearing to read "Jared Polis", is written over the typed name and title.

Jared Polis
Member of Congress



COLORADO STATE UNIVERSITY SYSTEM

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

May 15, 2013

Mr. Jared Polis
2nd District, Colorado
Congress of the United States
House of Representatives
1433 Longworth House Office Building
Washington, DC 20515-0602

Delivery by U.S. Mail and e-mail to: <http://polis.house.gov>

Dear Congressman Polis:

I am the new Chair of the Board of Governors for the Colorado State University System (Board). Please accept this letter as a follow-up to Mr. Zimlich's correspondence to you dated April 8, and a response to your letter of May 8, 2013. As promised, the Board at its regularly scheduled meeting on May 3, 2013 discussed the issue of hemp research at Colorado State University.

It is the Board's position that while we recognize the potential agricultural and industrial uses for hemp related products, the threshold question remains that under current federal laws, our institutions are prohibited from conducting research which might require the handling, growing, seed analysis or research related to hemp. Further, from a governance standpoint, the Board does not insert itself into the research decisions of the institutions that it governs. If and when the federal laws change to eliminate hemp as a controlled substance, then our institutions will determine whether research relating to this plant aligns with their research goals or guidelines as well as taking into account funding availability to support such research.

Given the current state of federal law, the Board cannot take any action that would in any way jeopardize federal funding for any of its institutions. We trust you understand the Board's position on this subject.

Very truly yours,

A handwritten signature in blue ink that reads "Dorothy Horrell".

Dorothy Horrell
Chair, Colorado State University System Board of Governors

Teufel, Sharon

From: CSUS Board
Sent: Monday, May 20, 2013 3:33 PM
To: 'bobvangermeersch@aol.com'
Subject: RE: citizen sponsored motion

Good afternoon, Mr. Vangermeersch:

In response to your email inquiring as to how citizen groups can get a motion before the CSU System Board of Governors, only voting members of the Board of Governors can bring action items up for a vote by way of a formal motion at a regularly scheduled meeting. The public is entitled to present their opinions and information by oral presentations during the public comment session of the Board meeting or by written submissions through the CSUS Chancellor or the Office of the Board of Governors.

Thank you for your continuing interest in Colorado State University and the CSU System.

Sincerely,

Sharon Teufel

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

From: bobvangermeersch@aol.com [<mailto:bobvangermeersch@aol.com>]
Sent: Thursday, May 16, 2013 12:43 PM
To: CSUS Board
Cc: at.linnell@gmail.com
Subject: citizen sponsored motion

G'Day Sharon

Could you please tell me how a group of citizens can get a motion before the BOG?

Thanks for your help.

Regards

Bob Vangermeersch
SOS Hughes 970-223-0493

P.S. As I understand it, the CSU Faculty council is doing a study of the effects of the potential new stadium on CSU.

Teufel, Sharon

From: Deborah Shulman <drd.bodyscience@gmail.com>
Sent: Saturday, June 01, 2013 7:16 AM
To: Teufel, Sharon
Subject: Re: yada yada

Thank you Sharon. I appreciate you distributing this soapbox to each board member.
Deborah

On Fri, May 31, 2013 at 4:11 PM, Teufel, Sharon <Sharon.Teufel@colostate.edu> wrote:

Good afternoon, Ms. Shulman:

This acknowledges receipt of your email 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

Office of the Board of Governors

Colorado State University System

410 17th Street, #2440

Denver, CO 80202

From: Deborah Shulman [<mailto:drd.bodyscience@gmail.com>]

Sent: Wednesday, May 29, 2013 10:17 AM

To: lgaiter@larimer.org; johnsosw@co.larimer.co.us; donnelt@co.larimer.co.us; kweitkumat@fcgov.com; boverbeck@fcgov.com; lpoppaw@fcgov.com; gcampana@fcgov.com; wtroxell@fcgov.com; rcunniff@fcgov.com; ghorak@fcgov.com; Teufel, Sharon

Subject: Fwd: yada yada

----- Forwarded message -----

From: **Deborah Shulman** <drd.bodyscience@gmail.com>

Date: Sat, May 25, 2013 at 8:44 AM

Subject: Stadium as viable business plan

To: Deborah Shulman <drd.bodyscience@gmail.com>

This soapbox was published in the Coloradoan Monday, May 28. I would appreciate your attention and consideration of this matter. Thank you

Deborah Shulman

CSU needs a solid business plan to ensure longevity.

While the state of Colorado owns the buildings and land at CSU, state support for operational needs is shrinking toward zero. In addition, diminished government funding threatens many millions in revenue that research generates each year.

President Tony Frank, has set a goal of growing the university, particularly out of state students that pay higher tuition. Toward that end, AD Jack Graham believes a new football stadium along with a pumped up football program is essential to increase visibility of CSU and, therefore, student numbers.

However, students come here from out of state for what CSU has to offer: professors, departments, areas of excellence, research interests, special programs, and the environment. The reason students come to CSU, borrow money and go into debt is for education and better job prospects, not to pay for a redundant football stadium.

They set contradictory goals of increasing student numbers while simultaneously ceding prime academic land to the athletic department.

This 40,000 seat stadium will sit on 12 acres of land (12 football fields) and stand the height of the First National Bank Building in downtown. This enormous building with big population flows in densely developed Old Town will require huge alterations in utilities, streets and infrastructure within CSU and the surrounding city. Who pays for this?

At first, the stadium was a free gift from donors. Now, CSU athletics is required to raise just half the cost to build the stadium, not accounting for hundreds of millions required to complete the project. With the unwilling backing of students and taxpayers, CSU will borrow or float bonds to finance it.

There has been no solid financial explanation offered for taking such risks with CSU and our fair city. The Stadium Advisory Committee financial report was prepared by the builders of the stadium.

Their reports read like marketing materials advocating for construction, not objective analysis. They are unworthy of the level of expertise within CSU and the intelligence of our community. Costs were ignored or

minimized. The projections of profit are not consistent with conclusions of research compiled from universities across the nation.

Evidence that the stadium can generate enough revenue to be self sustaining, pay the debt, pay for city infrastructure changes and services, along with insurance, maintenance, repair and upgrades is lacking. It is a huge financial risk.

According to Chancellor Martin “The investments being made I believe are prudent if we can pull them off in a financially sound way that we don’t tax the academic side of the enterprise.”

Academics already pays. CSU football is heavily subsidized by the university and student fees. In 2011, 48% of athletic costs, or \$14 million, was subsidized (USA Today). This was before the escalation in head hunter payments, coaching contracts, recruiting costs and charter flights. The majority of football teams in Grahams’ dream top 25 are also subsidized by universities even counting revenue from TV contracts, donations and branding.

This stadium will impact our town, residents, faculty and staff at CSU, students and taxpayer, yet we are powerless to influence the course of events. They move inexorably toward their goal to “get this thing done”.

If I approached my financial advisor with this scheme to invest hundreds of millions of dollars for amorphous benefits and dismal expectation of return, I’d be advised to follow a solid business plan instead: invest in the business (education, service and research), attract the best students with talented professors and special programs, develop reliable revenue streams and raise money for a remodel of the stadium I already own.

Deborah Shulman is an alumni of CSU graduate school, a local resident and long time academic donor.

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Deborah Shulman, Ph.D.
www.Bodyscience.us
DrD.BodyScience@gmail.com
[970-481-2523](tel:970-481-2523)

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Deborah Shulman, Ph.D.
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[970-481-2523](tel:970-481-2523)

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Deborah Shulman, Ph.D.

www.BodyScience.us

DrD.BodyScience@gmail.com

970-481-2523

Teufel, Sharon

From: CSUS Board
Sent: Thursday, May 30, 2013 11:21 AM
To: bobvangermeersch@aol.com
Subject: RE: Dr. Frank letter responding to alleged inappropriate racial comments

Mr. Vangermeersch,

This confirms receipt of your email and the attached letter from President Frank responding to alleged inappropriate racial comments. President Frank has already informed the CSU System Board of Governors on the situation. Your correspondence will be shared with the Board.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: bobvangermeersch@aol.com [<mailto:bobvangermeersch@aol.com>]
Sent: Thursday, May 30, 2013 8:10 AM
To: CSUS Board
Subject: Fwd: Dr. Frank letter responding to alleged inappropriate racial comments

G'Day Shannon

Could you confirm that the below email was forwarded to the members of the board.
Thanks for your help
Bob Vangermeersch

-----Original Message-----

From: bobvangermeersch <bobvangermeersch@aol.com>
To: csus_board <csus_board@mail.colostate.edu>
Sent: Tue, May 28, 2013 12:01 pm
Subject: Dr. Frank letter responding to alleged inappropriate racial comments

Dear Shannon

I'm sure Dr. Frank has kept the board apprised of this situation regarding the alleged racial slurs made by members of the CSU athletics dept. to a group of black athletic alumni. (BSAAA), at the April Green VS Gold game. Just in case, however, there was an administrative glitch , please forward the attached Letter to the Governors. I will also paste it in below in case you might have a problem opening it. Please let me know that it has been forwarded.

Thanks

Bob Vangermeersch
May 15,2013

Colo:

University
Office of the President
102 Administration Building

0100 Campus Delivery
Fort Collins, Colorado 80523-0100
(970) 491-6211

Student Athletes Human Rights Project

4225 Settlement Drive
Durham, NC 27713

To the Student Athletes Human Rights Project:

On behalf of Colorado State University and our Athletics program, I want to acknowledge receipt of your letter and express our understanding of the issues you raise. These are issues we take extremely seriously as an institution, and I want to assure you that we are committed to ensuring that our Athletics program and the overall experience of our student-athletes live up to our institutional expectations and the high priority we place on diversity, integrity, and student success

Your offer of assistance is appreciated and we would like to retain the option to call on your professional guidance and expertise as we move forward. We are not yet at that point, however, as we are already in discussions with the Black Student-Athletes Alumni Association and first want to assess and take some key steps internally that were already in the works prior to this incident, including the appointment of a Senior Associate Athletic Director for Diversity. These steps, we believe, are essential to ensure we are doing right by our student athletes and promoting a constructive and respectful climate for students of color across our Athletics operation.

Once we have had an opportunity to put some of these steps in place we would certainly be glad to engage with you in a further exploration of how best to provide a positive, inclusive, and nurturing environment for our student-athletes.

Sincerely,

Dr. Tony Frank

President

C: Jack Graham

Dr. Blanche Hughes

Dr. Albert Bimper, BSAAA

Greg Pollard, BSAAA

Willie Taylor, BSAAA

Morrill I

.and-Grant Act ^

May 15, 2013

Student Athletes Human Rights Project
4225 Settlement Drive
Durham, NC 27713

To the Student Athletes Human Rights Project:

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Once we have had an opportunity to put some of these steps in place we would certainly be glad to engage with you in a further exploration of how best to provide a positive, inclusive, and nurturing environment for our student-athletes.

Sincerely,



Dr. Tony Frank
President

C: Jack Graham
Dr. Blanche Hughes
Dr. Albert Bimper, BSAAA
Greg Pollard, BSAAA
Willie Taylor, BSAAA



Teufel, Sharon

From: CSUS Board
Sent: Friday, May 31, 2013 3:59 PM
To: Charles Belote
Subject: RE: Selection

Good afternoon, Mr. Belote:

In response to your email, I contacted CSU-Global Campus and was told the requirements for the student representative were posted in the Blackboard. A Screening Committee, composed of students and staff reviewed the applications and took out the applicants that were not in Good Standing with the University or had just enrolled. A Selection Committee, also made up of students and staff, conducted the interviews, made a selection based on the answers, and notified the students who were interviewed but not selected. The student representative selected is posted in the Blackboard. If you would like to apply again next year, please check the Blackboard for the announcement and application.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Charles Belote [<mailto:charles.belote@csuglobal.edu>]
Sent: Thursday, May 30, 2013 10:19 PM
To: CSUS Board
Subject: Selection

Good evening. My name is Charles Belote and I am a full time student at CSU Global Campus. I applied for this coming years student representative on the Board of Governors and we were suppose to receive an answer on our application the first of May. To date, we still have not heard whom was selected. Can you please advise me if the selection process is ove and if so, could you advise me if I were selected.

Respectfully,
Charles Belote

Teufel, Sharon

From: CSUS Board
Sent: Friday, May 31, 2013 4:09 PM
To: Adam Floerchinger; CSUS Board
Subject: RE: Non-voting Representatives

Good afternoon, Mr. Floerchinger:

In response to your inquiry, I contacted CSU-Global Campus regarding the campus selection process for the student representative. The new representative for the term beginning June 1st has been selected and is posted in the Blackboard. If you would like to apply to be the representative next year, please check the Blackboard for the announcement of the position and application.

Thank you for your interest in serving on the Board of Governors.

Sincerely,

Sharon Teufel

Office of the Board of Governors
Colorado State University System
410 17th Street, #2440
Denver, CO 80202

From: Adam Floerchinger [<mailto:pilots.lair@yahoo.com>]
Sent: Thursday, May 30, 2013 3:39 PM
To: CSUS Board
Subject: Non-voting Representatives

To Whom it May Concern:

I am a current masters student at CSU-Global and am looking at ways to supplement my education through community and university outreach. Through my research I have found sources pointing to a non-voting student participation in the Board of Regents for the university. I am curious how I can become involved in this position and a comprehensive detail of the requirements of the position. Please contact me at your earliest convenience using the information in my signature. I appreciate your efforts in this matter.

Thank you kindly!

Adam Floerchinger
CSU-Global Masters Student
480-840-4492
adam.floerchinger@csuglobal.edu



Generating more revenue, seriously reducing costs, understanding how technology impacts the learning experience, serving nontraditional students. There's no lack of challenges confronting higher education. The question: How to meet them?



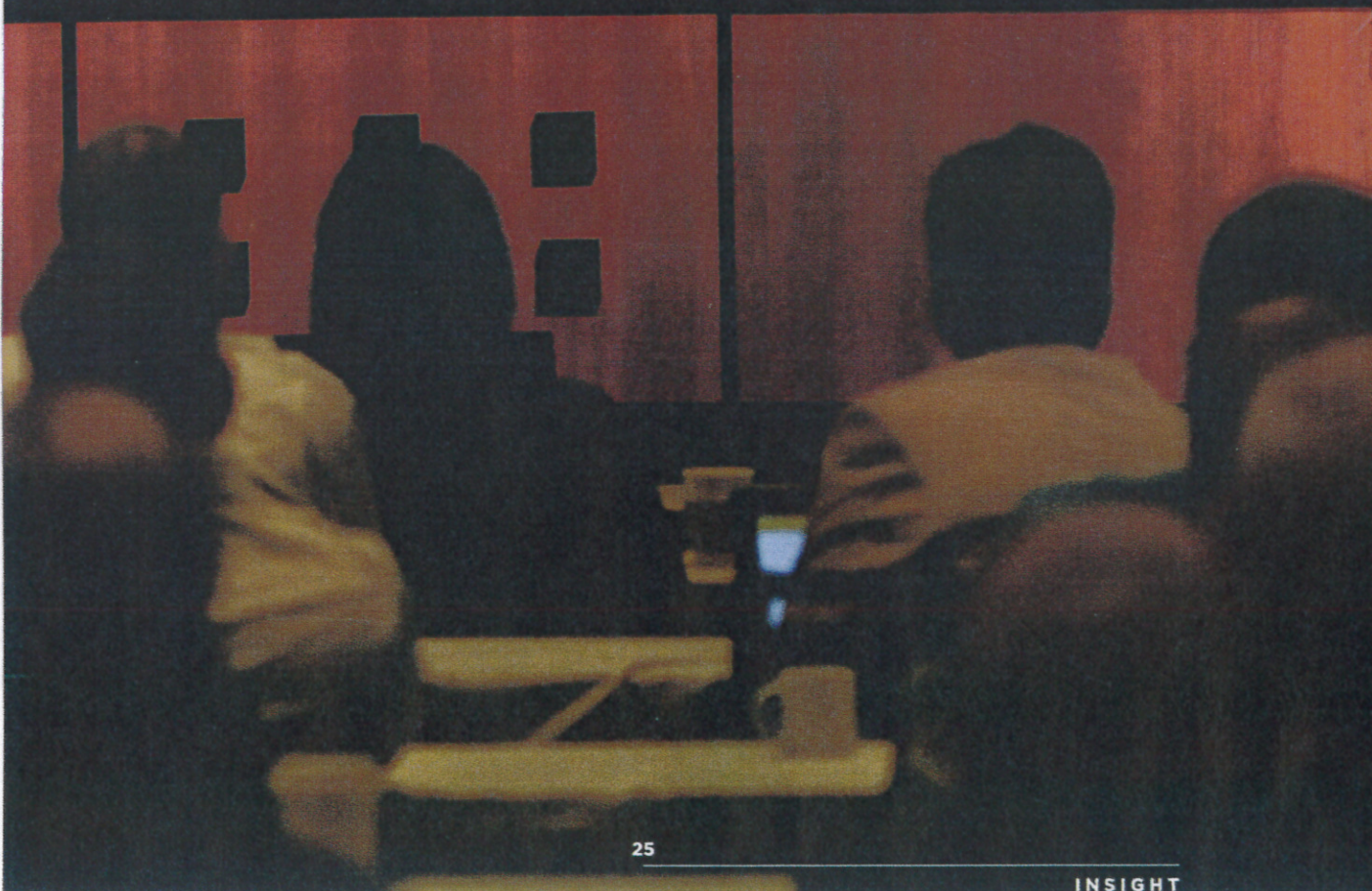
2020: higher ed in focus



A COMMONFUND ROUNDTABLE

Commonfund recently convened an expert panel moderated by **GEOFF COLVIN** (standing, far left), Senior Editor-at-Large, *Fortune* magazine. The roundtable took on a challenging assignment: to discern what American higher education may look like in 2020 and the forces that will shape it en route. Roundtable participants (seated, left to right) were: **BEN WILDAVSKY**, Senior Scholar in Research and

Policy, Ewing Marion Kauffman Foundation; **DAVID BRENNEMAN**, Newton and Rita Meyers Professor in Economics of Education, Curry School of Education, University of Virginia; **LAWRENCE BACOW, PH.D.**, President Emeritus, Tufts University and President-in-Residence, Harvard Graduate School of Education; and **JOHN GRISWOLD**, Executive Director, Commonfund Institute. Highlights of their exchange follow.



More students are going on to some form of post-secondary education... but retention and completion rates are pretty bad.

Ben Wildavsky

COLVIN: EVERYONE SEEMS TO AGREE THAT HIGHER EDUCATION NEEDS A NEW BUSINESS MODEL. BEN, WHAT IS THE MODEL GOING TO LOOK LIKE?

WILDAVSKY: At traditional institutions, I think there is going to be a need for greater and more thoughtful use of technology and more attention to productivity. We talk endlessly about massive open online courses (MOOCs¹), but much else is going on, whether it is competency-based learning, prior learning assessment or other ways of moving to a system focused on results but agnostic about how we get them.



COLVIN: LET ME FOLLOW UP WITH ANOTHER QUESTION. IS THE FOUR-YEAR, FIXED-PRICE, CAMPUS-BASED MODEL GOING TO BECOME LESS IMPORTANT?

WILDAVSKY: In my view, we will see that for some students at some places. Incumbent traditional institutions will remain a compelling value proposition for a good number of students, but not everybody. In lower-tier institutions, you are dealing with huge numbers of nontraditional students—either older, first-generation or working students. For them, you are going to see much more of a mixture of classes, one from column A, maybe two from column B. That is where the traditional four-year model is going to break down.

COLVIN: LARRY, YOU RAN ONE OF THESE BUSINESSES. HOW DID YOU SEE THE BUSINESS?

BACOW: I liked to point out to people that we were not a revenue maximizing institution. Because, if we were, we would have auctioned seats in the freshman class.

COLVIN: ARE WE COMING TO THAT?

BRENNEMAN: In some places. But I would like to think not at the ones that I have been affiliated with. I mean with tuition discounting, we are fundamentally doing a brilliant job of marching down the demand curve and price discriminating at every level. The question is whether that model is reaching the end of its line. I'm not sure I have the answer, but I think any school that has no one paying the sticker price—and there are schools like that—ought to be rethinking the proposition.

BACOW: There is a tremendous tendency to generalize when talking about higher education but, as we all know, there are 4,000 colleges and universities in this country and they come in all shapes, flavors and sizes. They have different value propositions, they have different business models. One size does not fit all. And I think we are going to see a wider variety of strategies as different institutions adapt to new challenges and changing circumstances.

GRISWOLD: Education, like most nonprofits, is actually a deficit-reduction enterprise. You start from behind and are obligated to make up that deficit with fund-raising or earned revenue. I see MOOCs as part of that formula—another way of earning revenue through a new distribution method if you look at it from a business model standpoint. The fact is, higher education has to make up the deficit somehow. And the deficit has gotten bigger because government has reduced its support and we have had challenging capital market returns, or lack thereof. At the same time, there has been a huge increase in demand. So, if you have limited resources on one hand and increasing demand on the other, you have to make adjustments in your model.

BACOW: There is a tendency to frame some of the crisis in higher education as coming, in part, from challenges created by technology. But, in many ways, we find ourselves at this

¹ Massive open online courses, or MOOCs, are courses offered online aiming at large numbers of students and open access via the Web. Originated in 2008, MOOCs as yet generally do not offer academic credit and, for the most part, are free. Prominent faculty members at several major universities have been attracted to MOOCs because they can leverage the technology to reach many more students than they could in the classroom environment and without regard to geography. MOOCs are still in their early stages and, within the education community, opinions vary as to the impact they will have as the model evolves.

point in time largely as a result of the great recession, which had a range of impacts on higher education: reduced investment returns, declines in gifts for current use, major reductions in state support, students taking on more debt and graduating into an economy in which there are fewer available jobs. It is all of these things that together are pressuring higher ed.

WILDAVSKY: A stronger economy is going to ease some of the pressures but, for a long time, we have had this massive increase in the number of students coming out of high school going on to some form of post-secondary education. Let's say approximately 50 percent in 1970, around 70 percent now. That is terrific if you are trying to improve access. But retention and completion rates are pretty bad. We know that six-year completion rates are about 50 percent overall and much worse for African-Americans and Latinos. Forget about getting more students in the front door. If you just took the students who are getting in and got them out through graduation without compromising your standards, it would be a huge victory.

BRENEMAN: Getting back to the opening question about the business model, in my history of higher education class, we mostly talk about revenue enhancements—new ways of getting more money. You almost never hear any serious conversation about cost reduction. My sense about the next decade is that we are going to have to take the cost reduction side more seriously. At small colleges, there needs to be a genuine effort to collaborate to cut costs because economies of scale are just not



there in many of these institutions. And if you look at the population of young people, they are not typically from well-to-do families.

COLVIN: WHERE DOES COST REDUCTION BEGIN?

GRISWOLD: That may be where the technology comes in. Instead of being a disruptive influence, it is, in fact, an enhancement.

WILDAVSKY: At Virginia Tech, there is something called the Math Emporium, this big, 60,000-square-foot building where students work on self-paced learning modules using computers. There are instructors walking around, but they are not full professors. The school has had pretty good academic results for less money. And that is just one of many examples.



My point is that there are things you can do to reduce costs within the institution, but you must be open to rethinking how you do things.

BRENEMAN: From all we've seen, we are not doing damage to our students by teaching them through new formats, and we also know that online education is only going to get better because we're still in the relatively primitive stage. The technology is going to get better, faculty will learn how to use it better and students are going to get better at manipulating it.

COLVIN: DAVID, THERE ARE MANY JOBS FOR WHICH YOU CANNOT EVEN BE CONSIDERED UNLESS YOU HAVE A BACHELOR'S DEGREE. AT THE SAME TIME, I SPEAK TO CEOs WHO SAY IT IS NONSENSE THAT EVERYONE SHOULD GO TO COLLEGE. WE NEED WELDERS, WE NEED PEOPLE TO CLIMB UTILITY POLES; THOSE JOBS PAY WELL AND THEY DON'T REQUIRE A COLLEGE EDUCATION.

BRENEMAN: I think one of the sad things about the higher education pushes from Obama or the Lumina Foundation to get everyone into college is the word "college." If they had used the term "post-high school education," no one would disagree. Welders, auto mechanics—everybody needs some form of learning beyond high school, but it doesn't have to be a four-year, sit-in-a-classroom

My sense about the next decade is that we are going to have to take the cost reduction side more seriously.

David Breneman

Access to high-quality content online is going to put a lot of pressure on traditional institutions to figure out their value-added.

Lawrence Bacow

degree. But, we've got a status problem in this country, namely, that most people do not aspire to vocational/technical training.

COLVIN: SO WHAT'S FUTURE DEMAND FOR A FOUR-YEAR DEGREE GOING TO BE LIKE?

BACOW: If you judge by what the market is telling us, people are still queuing up to go to these institutions in ever-increasing numbers. If you take a look at differential lifetime earnings streams and the probability of finding a job, the argument for a four-year college degree is still very strong. That said, one can get all sorts of four-year college degrees, and I think the real question, which we started to get to at the beginning, is about the value-added of the residential, four-year college experience, given that people are going to be able to get access to content at low marginal costs. Access to high-quality content online is going to put a lot of pressure on traditional institutions to figure out their value-added.

GRISWOLD: We shouldn't overlook the socialization of individuals that takes place at traditional campuses. It is always going to be valuable, particularly for groups that do not naturally affiliate with each other. Don't most of us who have been to a four-year



institution keep track of our college friends, whether from an athletic team, an affinity group, an ethnic group, the library society or whatever it was?

In fact, staying in touch is networking that can foster career success, yet it has nothing to do with the content of the courses you took.

COLVIN: I'VE ASKED PEOPLE WHO WENT TO HARVARD BUSINESS SCHOOL ABOUT THE MOST VALUABLE THING THEY'VE LEARNED. THE ANSWER HAS NEVER INCLUDED CURRICULUM. IT HAS ALWAYS BEEN ABOUT THE EXPERIENCE.

WILDAVSKY: At Harvard and certain other places, that will continue to be the case, but that is not the typical experience for most undergraduates. What I think will be important is the accountability movement or the consumer movement, call it what you will. It is absolutely hitting higher education incredibly hard, and I think it is, in some cases, a blunt instrument. In David's state of Virginia, you can get a breakdown by major of starting salaries for graduates from every institution, public and private. You can discover that someone like me who majored in comparative literature basically earns nothing right out of college. We know the people who major in computer science do a lot better. The point is, this information is now accessible and there is a certain amount of hand wringing about it. My hope is that it leads to a better database of real academic results. This may make reality out of the notion of a consumer marketplace in which you know how valuable your online degree is versus your brick-and-mortar degree versus your elite brick-and-mortar degree.

COLVIN: FOR THE LAST 30 YEARS, THE COST OF HIGHER EDUCATION HAS GONE UP MUCH FASTER THAN INFLATION. HOW WILL IT STOP?

BRENEMAN: I think we have to go to a fully income-contingent loan repayment system. People were talking about this decades ago but we couldn't do it because the private banks were deeply embedded in the supply of capital and they wouldn't go for anything other than a fixed repayment. Linked in with the IRS, everybody's repayment can be based on their verifiable income with forgiveness at 25 years if there is any balance left.

BACOW: That is a solution on the revenue side. It doesn't say anything about cost.

So, let me speak like the former university president that I am, because I want you to understand what it looks like from the corner office. I knew how to make Tufts less expensive. It was called bigger classes, less

student-faculty contact, less hands-on learning, fewer and simpler curricular choices, fewer majors, fewer co-curricular options and simpler facilities. I could go on. In 10 years as president of Tufts, not once did I have a student or parent walk into my office, pound the table and say, please do that and lower the price.

WILDAVSKY: That's because they paid the fixed price for the smorgasbord. So, they want it all.

BACOW: The point I want to make is that in almost every other industry, the least-cost provider is rewarded. In this one, competition drives costs up, not down. And we need to understand that. One of the reasons I am excited about the potential of technology is that it offers the possibility of actually changing the higher ed production function. What scares me is that while it may change the cost structure, it may lead institutions to



divert resources in other ways to differentiate their product, in which case we would have taken money from one pocket and put it in another.

BRENEMAN: Wouldn't you agree that if we had an unbundled price, students and their families could decide what they want to pay for, e.g., do I want to pay the athletics fee or not? Now, the student has no choice. You pay a price and once you pay the price, it is in your interest to get everything out of the system you can.

WILDAVSKY: You have those choices already. There are places like the University of Minnesota's Rochester campus that is all health sciences. Stripped down, bare bones, no climbing walls, no dorms, older

students. It is less expensive and the students get very practical degrees. We talk about unbundling. There is a firm called Straighter Line based in Baltimore that offers \$100-a-month unlimited access to online courses that are mostly on the freshman and sophomore level. Accreditation is their big headache—and the accreditation system, by the way, is a huge obstacle to a better marketplace—but they have started to get the American Council on Education to approve some of their credits and some schools are accepting their transfers. So, if you are Tufts and you decide, okay, we are going to be a little bit more open and we are going to allow more kinds of transfer credits, then you start creating the kind of marketplace where students get comfortable with their first year being online.

BACOW: MIT is starting to talk about this—taking courses online in your freshman year. These are not stripped down courses and it is not “MIT Light.” You might take MIT courses online and then enroll as a sophomore. It shifts the cost curve down. It doesn't change the slope, and over time, we have to figure out a way to bend the cost curve. At some point, we have to deal with the issue that Geoff identified, and that is we can't have costs continually increasing far faster than inflation.

GRISWOLD: Clearly, innovation is out there, but the business model isn't ready yet. There's still a lot of tinkering. Should it be free, should it be paid? Should it be open? How do you deal with intellectual property on campus when you are trying to push it out to 300,000 people around the world? Those are questions that need to be answered, and they will be, even if by trial and error. In most markets, the innovation process normally leads to destruction of high-priced offerings, but we are not seeing that yet in higher ed. We are at the margin, at the lower tier, because there is less enrollment demand there.

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John Griswold

BRENEMAN: One reason that model doesn't fit our industry is that we are not trying to maximize market share. Harvard isn't trying to get 35 percent of the market. It almost tries to get a diminishing share of the market.

BACOW: If you look at absolute numbers, a relatively small number of students in America get educated at small liberal arts colleges. The vast majority of students are getting educated in public institutions. I don't believe legislators are going to let these big state institutions just wither on the vine. They are going to act to protect them in one form or another.

COLVIN: LET ME TURN TO THE SUBJECT OF ENDOWMENTS. DAVID, HOW ARE ENDOWMENTS GOING TO BE THOUGHT OF AS PART OF THE FUNDING PICTURE IN THE FUTURE?

BRENEMAN: Let me start by just saying those who have large endowments are in an enviable position. If they are dependent on that endowment, they have a level of risk that is unusual in the field, so they have to pay attention to that—and they do. But, endowment is going to be very important going forward, because, if nothing else, it gives these institutions the luxury of time to be able to solve some of these problems and experiment with the new business models we've been discussing.

COLVIN: LARRY, YOU MADE SOME INTERESTING DISCOVERIES DURING THE FINANCIAL CRISIS.

BACOW: One of the things that interests me is that, historically, the largest endowments have earned the largest returns, and that is because they have been taking, let's face it, bigger risks. But during the financial crisis, the largest endowments were in the weakest position to manage their volatility. At Tufts, 12 percent of my operating budget was supported by the endowment. So, when I lost a quarter of it in 2009, I had to go find 3 percent of my revenue. Now I am based at Harvard, and 57 percent of the operating budget of the faculty of arts and sciences is supported by the endowment.

When they lost 28 percent of it, making up the difference was much tougher. One outcome is that institutions are now forced to think a bit harder about how much risk they are comfortable taking. And, in a way that is very healthy, it has also caused them to look at the correlation between the risks that they were taking in their investment portfolio and the risks that they were taking in their operating budgets. Because the same set of circumstances that put the endowments in a tailspin also led to increased demand for financial aid, decreased gifts for current use, decreased corporate and foundation support, and increased short-term borrowing costs.

GRISWOLD: There were some hard lessons learned in the last downturn about how one thinks about institutional governance and management of the investment portfolio, which in many cases were segregated. Now, colleges and universities are looking at those two together in ways that they have not been looked at before.

BACOW: One other lesson from the financial crisis is that if you are not careful you can go broke raising money. Rare is the gift that pays 100 percent of the marginal cost of a new activity. Endowments go up and endowments go down. If you fund a new program entirely with endowment and it goes down you may be left with the liability to the donor, and then this new marginal activity becomes a tax on all the core activities of the institution. I think people are going to start thinking about campaigns and fund-raising differently. A successful campaign is going to be defined not as the one that raises the biggest number for the institution—because, remember, that big number can become a tax on everything else—but the campaign that strengthens the institution intellectually and financially. ■■

THE CHRONICLE OF HIGHER EDUCATION

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Faculty Backlash Grows Against Online Partnerships



Staff Photo, Justin Ide, Harvard News Office

Michael Sandel, a Harvard professor, taught an online course that San Jose State U. asked its philosophy professors to use in place of their own instruction. They said no.

By Steve Kolowich

Many professors recognize that online education is changing the landscape of academe. But faculty members at several colleges are making it clear that they will not be steamrolled.

Philosophy professors at San Jose State University last week wrote an open letter saying they refused to use material from an edX course, taught by a famous Harvard University professor, for fear that California State University administrators were angling for a way to eventually gut their department.

"Let's not kid ourselves; administrators at the CSU are beginning a process of replacing faculty with cheap online education," they wrote.

At Duke University a week earlier, an undergraduate-faculty council voted down a push by the provost's office to offer small online courses for credit through 2U, a company that sells an online platform and support services to colleges.

"While paying Duke tuition," wrote the authors of a letter to the student newspaper, signed by 75 professors, students would "watch recorded lectures and participate in sections via Web cam—enjoying neither the advantages of self-paced learning nor the responsiveness of a professor who teaches to the passions and curiosities of students."

Those rebuttals followed closely the decision by the Amherst College faculty to reject an invitation to produce massive open online courses through edX.

In each case, the professors were careful to make clear that they oppose not online technology, but rather the notion of collaborating with an outside vendor that might pose a threat, in the long term, to their principles. The professors said they had no problem climbing aboard the online train, as long as they get to help plan the route.

The philosophy professors at San Jose State, in particular, sensed a latent, existential threat in their university's collaboration with edX, a nonprofit MOOC provider formed last year by Harvard and the Massachusetts Institute of Technology.

Under Mohammad H. Qayoumi, president of San Jose State, the university has cast itself as a proving ground for MOOCs as a teaching tool in "blended" online courses. Mr. Qayoumi has advocated for allowing students to take massive open online courses for credit to decrease the time and money they spend getting a degree from San Jose State. That means, of course, denying professors on his campus the opportunity provide their own lectures.

"How different is the basic algebra course taught in Boston or California or wherever?" Mr. Qayoumi asked last month in an interview with The Chronicle.

A Brewing Debate

Last fall, in a pilot program supported by the Bill & Melinda Gates Foundation, a San Jose State professor teaching one section of an introductory course in electrical engineering drew heavily on recorded lectures and other materials from "Circuits & Electronics," a MOOC from edX.

Students in that section passed at a much higher rate than those in the traditional sections. In April, Mr. Qayoumi doubled down on the experiment, announcing that San Jose State would road-test more edX courses on its campus, including courses in the humanities.

The president's vision for the university disturbed the philosophy department. So when a dean asked the department to try using a MOOC by Michael Sandel, a Harvard government professor, as a tool to help teach a San Jose State course, the professors said no.

In an open letter addressed to Mr. Sandel, the San Jose State professors explained that they did not want to enable what they saw as a push to "replace professors, dismantle departments, and provide a diminished education for students in public universities."

They further suggested that professors who develop MOOCs, such as Mr. Sandel, would be somewhat culpable if platform providers, like edX, and public universities, like San Jose State, use those materials to phase out local departments and professors.

"In spite of our admiration for your ability to lecture in such an engaging way to such a large audience," the philosophy professors wrote to Mr. Sandel, "we believe that having a scholar teach and engage with his or her own students is far superior to having those students watch a video of another scholar engaging his or her students."

The San Jose State letter touches on a debate about how MOOCs might deepen the divide between the wealthy universities that produce them and the less-wealthy institutions that would buy licenses to use those MOOCs from providers like edX.

The authors say they fear "that two classes of universities will be created: one, well-funded colleges and universities in which privileged students get their own real professor; the other, financially stressed private and public universities in which students watch a bunch of videotaped lectures and interact, if

indeed any interaction is available on their home campuses, with a professor that this model of education has turned into a glorified teaching assistant."

A Direct Appeal

In a statement to *The Chronicle*, San Jose State said it intended to leave professors in control of their courses, even where it is encouraging experimentation with edX materials.

"In the interest of clarity, our collaboration with edX does indeed locate the responsibility for the course solely with our faculty members, who will determine how much, or how little, of the edX course materials they will incorporate into their blended courses," wrote Ellen Junn, provost and vice president for academic affairs.

"The administration would never impose or mandate these teaching methods on faculty members," Ms. Junn added. "We sought to make the new technologies available to our faculty so they might experiment and implement these methods in ways they see fit to meet our standards of high-quality learning environments; in ways that meet their course learning outcomes; and so that they may assess the impact on students."

Members of the philosophy department are nonetheless worried about what could happen in the future. Peter J. Hadreas, the department's chairman, said he believed that appealing to Mr. Sandel directly was the best way to spark a public conversation about the possible unintended consequences of superstar professors' working with edX and other MOOC providers.

"I think he will answer it in good faith," said Mr. Hadreas. "I don't know if it will change his mind, but I would be interested to hear his response, and it might bring about some reconsideration."

In a statement to *The Chronicle*, Mr. Sandel said that he knew little about the arrangement between edX and San Jose State, but that he hoped the university would not force professors there to use any more material from his MOOC than they wished to.

"The worry that the widespread use of online courses will damage departments in public universities facing budgetary pressures is a legitimate concern that deserves serious debate, at edX and throughout

higher education," wrote Mr. Sandel. "The last thing I want is for my online lectures to be used to undermine faculty colleagues at other institutions."

"I strongly believe that online courses are no substitute for the personal engagement of teachers with students, especially in the humanities," he said.

Duke Deal Scuttled

Meanwhile, at Duke's undergraduate college, professors drew a line in the sand last month on online education: Massive online experiments are fine, but there will be no credit-bearing online courses at Duke in the near future.

The university's Arts & Sciences Council, governing arm of the undergraduate faculty, voted down a proposal to join a consortium of top colleges offering for-credit online courses through 2U, a company that specializes in real-time, small-format online education. The council passed an alternative resolution affirming that it intended to pursue online education—just not like this, right now.

Duke signed a contract last year with 2U pledging to develop online courses, the first of which would be offered on the 2U platform in September. But a late push by skeptical faculty members, many of whom resented the Duke administration's not consulting with them before entering into a preliminary agreement with 2U, set the stage for a close vote.

In a letter published in the student newspaper one day before the vote, 75 professors came out against the proposed partnership. The next day, their representatives on the Arts & Sciences Council killed the proposal by a 16-to-14 vote, with two abstentions.

While noncredit MOOCs have dominated headlines, 2U has been ushering top institutions into online education at a more modest pace and scale. The company, formerly called 2tor, has developed fully online graduate programs for several high-profile universities since 2008, including Georgetown University and the University of Southern California.

More recently the company has made inroads at undergraduate programs. In November it announced that it would work with undergraduate faculty members at 10 institutions, including Duke.

Colleges in the consortium would offer online courses that resembled those they were accustomed to teaching on their campuses. Students would log in to virtual classrooms at designated times, along with their professors. They would be able to see and hear one another well enough to have group discussions. Courses would be small and would be restricted to tuition-paying students enrolled at member colleges.

At Duke, after it was announced that the university would be part of 2U's consortium, several faculty committees spent months refining a proposal that would eventually have to pass a vote by the Arts & Sciences Council for the plan to proceed, said Thomas W. Robisheaux, a professor of history and chair of the council.

Limits were placed on the number of credits students could earn online. Caveats were created to ensure that Duke's on-campus offerings would not be cannibalized. Individual academic departments would be allowed to opt out of the program, and the university as a whole would commit to only three years of involvement.

In all, the proposal was reviewed and modified by three standing faculty committees in addition to the ad hoc committee appointed to draft it, said Mr. Robisheaux.

"Those of us who serve the council," he said, "were taken aback by the argument that there wasn't adequate faculty input."

But many professors had taken umbrage at the notion that Duke's provost, Peter Lange, had signed a contract with 2U with little faculty consideration.

In an interview with *The Chronicle*, Mr. Lange said that the faculty council's vote did indeed supersede the contract, and that Duke would not be part of the 2U consortium.

Chip Paucek, 2U's chief executive, said he was not worried that the loss of Duke would imperil the future of the company's undergraduate consortium. "I do believe there is very strong interest in this level of institution to continue to experiment with online education," he said. The company still plans to offer 11 courses from other top colleges in the fall, he said.

Emma B. Rasiel, an associate professor of economics at Duke, was slated to teach a course on behavioral finance on 2U's platform. She said she was disappointed that her colleagues had scuttled the partnership. Based on her interactions with 2U so far, she said in an e-mail interview, she was confident that she and the company "would have produced just as rigorous and pedagogically valid an educational experience as those I aspire to provide in a regular classroom setting."

RELATED CONTENT

- [Michael Sandel Responds](#)
- [The Document: an Open Letter From San Jose State U.'s Philosophy Department](#)

THE CHRONICLE OF HIGHER EDUCATION

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High Schools Set Up Community-College Students to Fail, Report Says

By Katherine Mangan

Community colleges' academic expectations are "shockingly low," but students still struggle to meet them, in part because high-school graduation standards are too lax in English and too rigid in mathematics, according to a study released on Tuesday by the National Center on Education and the Economy.

Students entering community colleges have poor reading and writing skills and a shaky grasp of advanced math concepts that most of them will never need, the study found.

The center, a nonprofit organization dedicated to college readiness, examined the math and English skills needed to succeed in first-year community-college courses. In a report on the study, the authors acknowledge that their findings are controversial, especially their conclusion that not all students need a second year of algebra.

A typical high-school math sequence includes geometry, a second year of algebra, precalculus, and calculus, the authors note. They say that less than 5 percent of American workers need calculus and that high schools should offer alternative pathways including options like statistics, data analysis, and applied geometry.

In math, students are rushed through middle-school courses without fully grasping the concepts in order to get to more-advanced material, the study concludes.

"It's kind of like saying the League of Nations is more important to study than the Constitution and the Declaration of Independence because it comes later," Phil Daro, co-chair of the study's mathematics panel, said on Tuesday during a daylong discussion of the findings.

What students need to succeed in entry-level college classes is middle-school math, especially arithmetic, ratio, proportion, expressions, and simple equations, the report says.

The authors insist that they aren't calling for weaker standards, but simply more flexibility, so that students who are interested in vocational fields can take applied math that would be more useful to them.

The entire sequence, from secondary education through college, needs to be better aligned, they say.

"You think of community colleges as Grade 13, and that kids go through a progression with each year building on the previous year," said Marc S. Tucker, president of the national center. "What I see is kids leaving the 12th grade, going to community college, and beginning back in middle school. That's not a progression. That's going backwards."

A Retreat to Tracking?

The study focused on community colleges because they offer a gateway to four-year colleges for a large and increasing proportion of students, and provide the bulk of vocational and technical education offered in the United States. About 45 percent of American college students are enrolled in such colleges.

The study was guided by panels of experts in the subject matter, and was overseen by an advisory committee that included leading psychometricians, cognitive scientists, and curriculum experts. The project was supported by the Bill & Melinda Gates Foundation.

The authors selected seven diverse states and randomly chose a community college in each one, focusing on eight popular programs preparing students for careers and for transfer to four-year colleges. They examined textbooks, assigned work, tests, and grades.

The argument that high-school math requirements are too rigid has prompted lawmakers in some states to recommend making it easier for students to pursue vocational paths. In Texas, for instance, lawmakers are debating proposals that would allow some students to graduate without completing a second year of algebra.

The changes are supported by industry and trade groups that are having trouble finding enough skilled workers but are opposed by those who worry about a return to the days when low-income and minority

students were routinely tracked into vocational careers. Loosening graduation requirements would mark a retreat, they argue, from the decades-long national push toward tougher graduation requirements at high schools.

Turning to English, the study found that instructors often assume that students can't understand their textbooks, even though they're written at an 11th- or 12th-grade level. They compensate by using videos, flash cards, and PowerPoint presentations to summarize the material.

Most introductory college classes demand little writing, and when it is required, "instructors tend to have very low expectations for grammatical accuracy, appropriate diction, clarity of expression, reasoning, and the ability to present a logical argument or offer evidence in support of claims."

Across the curriculum, "the default is short-form assignments that require neither breadth nor depth of knowledge," the report says. The exception was in English-composition classes, where students were typically challenged.

Raising the bar too quickly for college classes would be a mistake, according to the study, because so many students are unable to handle current course levels and end up in remedial classes.

Ill Prepared for College

Walter G. Bumphus, president of the American Association of Community Colleges, said the report underscores issues that are already being dealt with by the association's 21st-Century Commission on the Future of Community Colleges, including the problem that "far too many students are coming to community colleges ill prepared to do college-level work, especially in foundational math and English."

The president of a nonprofit group that is working to raise academic standards said the report reinforces the importance of Common Core State Standards that have been approved by 45 states and the District of Columbia.

The revamped version of second-year algebra in those standards includes more emphasis on modeling and drawing inferences and conclusions from data—skills that are relevant to all students, said Michael Cohen, president of Achieve.

Scrapping the course requirement altogether could hurt low-income and minority students who would be more likely to opt out and thus be less prepared for college, he said. "We don't really want to set the expectations for high-school students at a level that reflects what community colleges currently demand," he added. "That's not setting the bar very high."