

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES
CSU System Office, 410 17th Street, #2440, Denver, Colorado
14 July 2011**

CALL TO ORDER

D. Horrell, Chair of the Committee, called the meeting to order at 1:00, P.M.

ROLL

Committee Members Present: D. Elliman, Vice Chair; M. L. Makepeace; C. Makela, CSU-Fort Collins Faculty Representative; K. Proctor, CSU-Pueblo Faculty Representative.

Others: G. M. Dennison, CSUS System Academic Officer; S. Bell., Executive Secretary to the Board; T. Frank, President, CSU-Fort Collins; B. Takeda-Tinker, President, CSU-Global; R. Miranda, Provost, CSU-Fort Collins; P. Dorhout, Provost, CSU-Pueblo; S. Teufel, Assistant to the Executive Secretary; L. Jensen, Director of Institutional Research, CSU-Fort Collins; A. Nededog, Chapter Advisor, SACNAS, CSU-Fort Collins .

SYSTEM ITEMS

G. M. Dennison, System Chief Academic Officer, reviewed the System Items for placement on the Board Agenda as Consent Items:

- **Grade Distribution Reports from CSU-Fort Collins, CSU-Pueblo, and CSU-Global.**

The CSUS Performance Contract requires Board submission of “data on all course grades conferred during the previous academic year, disaggregated by academic subject and course level . . . accompanied by a description or copies of policies and procedures . . . used to evaluate the distribution of grades . . .” Dennison explained that the reports contained no anomalies, but reveal continuation of previous patterns – i.e., upper division students perform better than lower division students, and graduate students perform better than upper division students, predictable outcomes. He found no overt evidence of grade inflation. The campuses do not have explicit policies and procedures for the formal review of courses, but Department Heads and Program Leaders receive regular reports and exercise the authority to review them when mentoring faculty or responding to student concerns. The Committee agreed to recommend acceptance of the reports by the Board and their submission to the CCHE.

- **Enrollment Certifications from CSU-Fort Collins, CSU-Pueblo, and CSU-Global.**

The three campuses submit their enrollment certifications for prior fiscal year enrollments in undergraduate, graduate, and non-degree courses directly to the CDHE for use in constructing the data base for evaluation, financial forecasting, and long term strategic planning. Dennison noted the positive enrollment results on all three campuses. The Committee agreed to recommend acceptance of the reports by the Board.

- **Faculty *Emeritus* Designations.**

The Board reserves the authority to approve conferral of *emeritus* upon retiring members of the faculty. This honorific designation conveys to the qualified retirees the appreciation of the Board for years of fine service to the students, campus, and System. Brief descriptions of each

honoree appear in the Committee and Board Agendas. The Committee agreed to recommended approval by the Board.

- **Administrative-Professional Council Constitution and Bylaws, CSU-Pueblo.**

With the approval of the President, the CSU-Pueblo administrative-professional employees organized a Council to facilitate participation in shared governance on the campus and submit the proposed Constitution and ByLaws for Board approval. The CSU-Pueblo President, CSUS General Counsel, and CSUS System Academic Officer have reviewed and endorse the proposed Constitution and ByLaws. The Committee agreed to recommend approval by the Board.

- **Regional Accreditation, CSU-Global.**

The HLC of the North Central Accrediting Association has provided initial accreditation to CSU-Global, the first such action for a new public university in Colorado for 40 years. The Committee recommended acceptance of the report by the Board, with appropriate congratulations to President B. Takeda-Tinker and the faculty and staff of CSU-Global.

- **Degree Conferral Schedule, CSU-Global.**

CSU-Global has a calendar that accommodates a predominance of eight-week courses. The current practice of conferring degrees twice annually (30 June and 30 December) has the detrimental result of requiring many graduating students to wait for extended periods prior to receiving the degrees. President Takeda-Tinker recommends conferral of degrees at the close of the eight-week terms upon those students who have successfully completed the requirements. To assure that Board approval of degrees precedes conferral, CSU-Global will request advance approval for all students who will have completed the requirements. The Committee agreed to recommend approval by the Board.

REPORT ITEMS

- **Faculty Workloads: CSU-Fort Collins, CSU-Pueblo; CSU-Global.**

The Committee reviewed the faculty workload reports presented by R. Miranda and P. Dorhout. The complexity of the reports occupied the Committee attention in a discussion that sought to identify the meaning of the detailed data. Committee members commented that the lack of bases for analysis or judgment rendered the reports less than useful, albeit interesting. As a result, the Committee recommended that Dennison, Miranda, and Dorhout develop a report format that will convey the workload issues plainly and meaningfully to the Board members, and bring the recommendation to the Committee during the September meeting. President Takeda-Tinker explained the workload assignments for CSU-Global faculty teaching online courses.

- **Faculty Profile: CSU-Fort Collins, CSU-Pueblo, and CSU-Global.**

The two traditional campuses presented reports on annual faculty recruitment, performance, tenure and promotion, and post-tenure review. The reports outlined the recruitment processes and results; analyzed the outcomes of the annual performance reviews; reviewed reappointments of non-tenured faculty, noting the requirement of satisfactory performance; reported on the results of reviews for tenure and/or promotion; and discussed the post-tenure review processes and outcomes. The Committee discussed the reports, inquiring about

standards for satisfactory performance, and recommended acceptance of the reports by the Board.

President Takeda-Tinker explained the recruitment and evaluation processes used by CSU-Global, taking account of training, quality assurance, and compensation plans appropriate to a non-traditional institution that relies exclusively on adjunct faculty. The Committee found the differences illuminating and commended President Takeda-Tinker for a responsive system.

- **Faculty Salary Comparisons: CSU-Fort Collins, CSU-Global, CSU-Global.**

The two traditional campuses provided salary comparisons utilizing the Board-approved peer institutions as the basis for comparisons. While CSU-Pueblo representatives argued the need for a revision of the peer group for the campus, in view of mission and other changes that have occurred since the establishment of the peer group, the campus nonetheless presented the comparisons based on the existing peer group. The Committee noted clear evidence of market disadvantages resulting from the salary freeze of the last three years. While other campuses around the country have also had to manage such freezes, the situation of CSUS faculty has deteriorated notably. To date, the campuses have not experienced serious faculty losses, probably because of the difficult conditions on other campuses as well. However, the Committee expressed concern, urged the need for continued attention to the issue, and agreed to discuss the matter with the Board on an appropriate occasion. In addition, the Committee agreed to consider the development of a more appropriate peer group for CSU-Pueblo, and charged Dennison, Miranda, and Dorhout to develop and report to the Committee in September a set of criteria for achieving that result.

President Takeda-Tinker reviewed the faculty compensation plans for CSU-Global and welcomed any assistance in establishing appropriate peer comparisons. The current system appears to work fairly well. The Committee urged discussion of the possible establishment of a peer group for CSU-Global.

- **SACNAS, CSU-Fort Collins.**

Dr. A. Negedog, Chapter Advisor for the Society for Advancement of Chicanos and Native Americans in Science, provided a PowerPoint presentation of the excellent work of the students and faculty involved in this important effort that dates from 1973. The Fort Collins campus has provided leadership in the State and nation to increase the participation of minorities in STEM disciplines and increase the numbers earning degrees at all levels. The Committee commended the fine work and urged Dr. Negedog to arrange to present before the Student Affairs Committee so that more members of the Board learn about it. To that end, the Committee recommended presentations by all three campuses concerning student diversity to the Student Affairs Committee in August.

- **International Student Recruitment: CSU-Fort Collins.**

R. Miranda reported to the Committee the ongoing discussion with INTO, an international entity that assists selected campuses with the recruitment of international students. To date,

the organization has agreements with only two U.S. universities, and has approached CSU-Fort Collins to become a partner. Miranda and his colleagues have visited Oregon State University, one of the U. S. partners, and will visit the other partner in the near future. The possibility of a partnership remains in the discussion stage, as CSU-Fort Collins conducts a due diligence review. The partnership has the attraction of assisting the University to increase its international enrollment, but with appropriate attention to the preparedness and probability of success of the recruited students and the contribution of diversity on the campus to the benefit of all students. Because of the complexity of any arrangement, Miranda indicated that the campus will consult with the Board prior to reaching a final decision.

DISCUSSION ITEM

- **The Degree Dividend.**

This discussion will focus on a strategic plan for higher education in Colorado that the CCHE will develop and present to the Governor and Colorado Legislature during the 2013 Session. “The Degree Dividend” provides the recommendations of the Higher Education Strategic Planning Steering Committee in 2010 and will serve as the foundation for the CCHE work. Because of time constraints, the Committee delayed the discussion until the September meeting.

NEXT MEETING

- Date: 13 September 2011
- Agenda Items:
 1. Faculty Load Report Format
 2. Board Involvement With Academic Quality – Discussion
 - a. AGB Statement
 - b. AGB Survey
 - c. Draft Policies on Academic Planning, New Program Proposals, Program Review, and Program Moratoria or Discontinuances
 3. Proposed Peer Group Revision for CSU-Pueblo – Discussion
 4. Degree Dividend – Discussion
 5. Accreditation Process for CSU-Fort Collins – Discussion
 - a. System and Board Involvement
 - b. Draft Policies on Mission Statement Review and Accreditation
 6. Items from the Campuses

The Committee adjourned at 3:10, P.M.

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13 September 2011
MINUTES**

CALL TO ORDER

D. Horrell, Chair of the Committee, called the meeting to order at 1:00, P.M.

ROLL

Committee Members Present: D. Elliman, Vice Chair; C. Makela, CSU-Fort Collins Faculty Representative; K. Proctor, CSU-Pueblo Faculty Representative.

Others: G. M. Dennison, CSUS Chief Academic Officer; S. Bell., Executive Secretary to the Board; T. Frank, President, CSU-Fort Collins; J. Bellum, Provost, CSU-Global; R. Miranda, Provost, CSU-Fort Collins; P. Dorhout, Provost, CSU-Pueblo; S. Teufel, Assistant to the Executive Secretary

SYSTEM ITEMS

G. M. Dennison, Chief Academic Officer, reviewed the System Items for placement on the Board Agenda as Consent Items:

- **Emeritus Rank Appointments and Brief Summaries, CSU-Fort Collins.**

The Board reserves the authority to approve conferral of *emeritus* upon retiring members of the faculty. This honorific designation conveys to the qualified retirees the appreciation of the Board for years of fine service to the students, campus, and System. (Brief bios of honorees in Board books) The Committee agreed to recommend approval by the Board.

1. V. Baez, Associate Professor, Social Work
2. R. Seiz, Assistant Professor, Social Work
3. R. Mortimer, Professor, Clinical Sciences
4. D. Cochenour, Professor, University

- **Revisions to Sabbatical Leaves, CSU-Fort Collins.**

The Board approves Sabbatical Leaves and revisions to approved leaves. The Committee agreed to recommend approval by the Board.

1. J. Kim, Music, Theatre, and Dance: Cancel (Spring 2012)
2. M. Elliott, Chemistry: Change (Spring 2012 to Fall 2011)

- **Regional Accreditation Process, CSU-Fort Collins.**

R. Miranda indicated that the campus will host a site visit for regional accreditation by the HLC in Spring 2014, using the current prescribed process and standards. The HLC has recently adopted a new process and standards and CSU-Fort Collins report in the future in accordance with the new process and standards. While many changes have occurred, the major difference will require annual reports on designated items or areas rather than reporting on everything on the current decennial schedule. As a result, Miranda noted that the campus will appoint a part-time Accreditation Liaison to manage the process. During the coming months before the campus visit, the Steering Committee will develop the required self-study, with consultation across the campus. Governor D. Horrell and G. M. Dennison will provide liaison for the Board and System staff.

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- **Proposed System Accreditation and Mission Statement Policies.**

Noting that no such policies currently exist, Dennison introduced and discussed the proposed policies concerning 1) campus maintenance of regional and disciplinary or special accreditation, with procedures for involving the Board and System staff, and for reporting the results to the Board; and 2) regular (at least every five years) review of campus Mission Statements, with Board approval of any revisions. The Committee agreed to recommend approval by the Board.

- **Memorandum of Understanding Between CSU-Fort Collins and INTO.**

R. Miranda reported on continued discussion with INTO, a private firm that provides special services to campuses interested in increasing the enrollment of international students. Some years ago, CSU launched a program to internationalize the campus with a goal of increasing the number of international students to roughly 9 percent of total enrollment. CSU has also visited and discussed the quality and responsiveness of the INTO services with administrators and faculty of two U.S. Universities that have existing contracts with INTO, and heard only very favorable reports. CSU wishes to pursue the relationship because of the potential benefits for 1) the international students who come to the campus, 2) all students and faculty on campus because of the enhanced diversity; and 3) the economic benefit to the campus generally. In collaboration with the host campus, INTO provides a special program of studies – language, orientation to American culture, and 30 academic credits from CSU -- during the first year on campus that maximizes the chances for academic success of the entering students. CSU will retain of control all academic instruction and the final admission decisions. The students do not become degree-seeking matriculants until after successful completion of the prescribed bridge program and admission by the CSU Office of Admissions. Based on the discussion to date, CSU proposes to enter into a non-binding Memorandum of Understanding with INTO to 1) resolve all outstanding issues and 2) negotiate an acceptable contract for consideration by the Board. President Frank indicated that he will not sign the contract until the Board endorses it. The Committee authorized the campus to proceed with the non-binding MOU.

- **Academic Organizational Proposal: CSU-Global.**

Following successful accreditation by the HLC, and the approval of several new academic degree programs, CSU-Global proposes to establish two Schools within the University to house the academic programs. This organizational structure will facilitate the engagement of the faculty in academic planning and programming, allowing greater attention to outcomes assessment, grading practices, quality control, and the deployment of teaching faculty. The Committee agreed to recommend approval by the Board.

- **Proposed Peer Group, CSU-Global.**

J. Bellum reviewed the criteria and framework for identifying an appropriate peer group for CSU-Global. As he noted, the task involves some difficult issues because of the unique attributes and characteristics of CSU-Global. The factors that drove the preliminary list included 1) public status, 2) focus on adult learners, 3) fully online; 4) mix of undergraduate and graduate

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students, 5) adjunct faculty model, and 6) an aggressive growth mode.

Governor Elliman suggested the need to include some private sector competitors as a reality check. Bellum explained the omission because of concern for actual peer standing and to avoid the unfavorable image currently conveyed by many private online institutions. As a solution to the image problem, CSU-Global will develop a list of “Competitors” rather than “Peers.” Such a list will allow the kinds of comparisons that will support appropriate management decisions. The discussions will continue with a proposed listing in the November meeting

- **Proposed Peer Group: CSU-Pueblo.**

P. Dorhout reviewed the proposed criteria used to identify a new Peer Group for CSU-Pueblo, including: 1) Public, state-supported status; 2) confers bachelor’s, master’s, and selected professional doctorate degrees; 3) undergraduate enrollment, 4,000-9,000, and graduate enrollment, 200-2,500; 4) in addition to the usual Liberal Arts disciplines, AACSB- accredited Business program, Nursing program, and ABET- Engineering program; and 5) appropriate quality and special indicators, such as graduation rate, retention rate, percent of minority students, and percent of students with Pell Grants. The proposed criteria reveal that the current Peer Group does not work well. The proposed Peer Group has 20 institutions that essentially “look like” CSU-Pueblo, but also provide for some aspirational stretch in key quality areas. Committee members inquired about the number of doctorates the campus will award in five years (about 25 per year), and about possible salary considerations. The discussion will continue on the campus with a recommendation coming to the Committee in November for subsequent consideration by the Board.

- **Proposed New and Revised Academic Program Proposal and Program Review Policies.**

Noting that no such policies currently exist, Dennison reviewed the need for the policies to assist the Committee and the Board in consideration of the quality and responsiveness of academic programs. The program proposal policy includes the elements required by the CCHE for the consideration of new programs, and the Board must approve all new and revised programs. The program review policy focuses on the regularity of reviews; quality, student learning outcomes, and responsiveness of the reviewed programs; and related resource concerns. The campuses will prepare summaries of the program reviews for reporting to the Board. The Committee agreed to recommend approval by the Board.

- **Proposed Appellate Review of Faculty Dismissal and Designated Grievance Decisions and Appellate Review of Decisions Concerning Competition With the Private Sector.**

Noting that such policies do not currently exist, Dennison explained that all decisions for the dismissal of tenured or tenure-track faculty members – for cause, for incapacitating illness, or because of financial exigency -- require appellate review by the Board, as do any grievance decisions with the President as a party (the President has final authority for all other grievance decisions, except as noted those involving the dismissal of tenured or tenure-track faculty members). In addition, the Board provides appellate review on request of decisions by the

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President concerning allegations of inappropriate competition with the private sector. The General Counsel assisted with the development of these proposed policies. The Committee agreed to recommend approval by the Board.

REPORT ITEMS

- **AGB Statement on Board Responsibility for Oversight of Academic Quality and AGB Survey of Board Involvement in Oversight of Academic Quality.**

Because of time constraints, the Committee members did not discuss the documents in detail but indicated that their review led to the conclusion that Boards have the fiduciary responsibility for academic quality. To assist in the exercise of this responsibility by the Committee, and to keep the Board informed of relevant issues, the Chair requested that the Provosts and Faculty Representatives work with Dennison to develop 1) a matrix of factors affecting the quality of the academic experience on the campuses, 2) formats for reports analyzing the factors and indicators of quality in programs and the student experience, and 3) a schedule for discussions and reports to the Board by the Committee. In addition, the Chair requested attention to the kinds of questions the Board members wish to discuss for the information of the full Board. Existing reports undoubtedly include some of the factors, but the reports and schedules may not be as appropriate or useful as desired. The group will report progress in November.

- **CCHE Master Plan Process.**

Dennison noted that the CCHE began with the “Degree Dividend” but has moved on with the adoption of four goals based on the “Dividend” document for inclusion with the Master Plan for Higher Education. The goals focus specifically on 1) increasing the number of degrees awarded annually so as to bring the level of degree attainment in Colorado to 60% of the state population; 2) closing the attainment gap between the majority and minority populations, paying attention to adverse disparities for first-generation, rural, urban, and low-income students; 3) reducing or eliminating the need for remediation for entering colleges students; and 4) assuring appropriate funding for the achievement of these goals, while also adjusting the balance of support from the current 25% state-appropriated, 75% tuition support to a 50-50 mix. Discussion of specific strategies for the achievement of these goals will occur over the next two months, culminating in a December meeting with System heads and Board Chairs to reach agreement. The resulting master plan will also use the goals and strategies in the development of the elements of the performance-based or incentive contracts for the Systems and campuses scheduled for implementation in 2016.

- **Task Force on PWR Diploma Endorsement.**

Dennison reported that he will serve as a member of the Task Force charged to develop the criteria and assessment protocols for the Postsecondary and Workforce Readiness High School Diploma Endorsement authorized by Senate Bill 08-212. The Task Force will meet over the coming months to reach agreement by November in preparation for a meeting in December

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with the System Heads and Board Chairs for acceptance of the criteria and assessment protocols. The Diploma Endorsement cannot be implemented without the support of the Governing Boards. If implemented, the Diploma guarantees, to the graduating seniors receiving it, 1) automatic admission to “open or selective public institutions of higher education in Colorado,” without remediation; and 2) “priority consideration, in conjunction with other criteria,” by “all other (highly selective) public institutions” in Colorado. The work has just begun and Dennison will report progress to the Committee.

NEXT MEETING.

- Date: 8 November 2011, 10:00, A.M. to 12:30, P.M.
- Tentative Agenda Items identified on Tentative Agenda distributed on 14 September by email.
- Campuses must submit Agenda Items for Inclusion on the Agenda on or before 31 October 2011.

The Committee adjourned at 12:20, P.M.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
EVALUATION COMMITTEE MEETING MINUTES
AUGUST 9, 2011**

Chairman Makepeace opened the Evaluation Committee meeting at 8:10 a.m. Committee members present were Ed Haselden, Vice Chair; Don Elliman; Dennis Flores; Dorothy Horrell; Scott Johnson; Patrick McConathy; Penfield Tate III; Joseph Zimlich.

Staff present was General Counsel Mike Nosler.

The Evaluation Committee was immediately read into Executive Session by General Counsel Mike Nosler and the remainder of the Committee business was conducted in closed Executive Session.

There being no further business, at 10:30 a.m., the meeting was adjourned.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
FINANCE COMMITTEE MEETING MINUTES
AUGUST 9, 2011**

Committee Chair Joe Zimlich brought the meeting to order at 10:40 a.m. Committee members present were Don Elliman; Carole Makela, Faculty Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo. Also Present: Rich Schweigert, System Chief Financial Officer (assigned staff).

Board Members present: Dennis Flores; Ed Haselden; Dorothy Horrell; Scott Johnson; Mary Lou Makepeace; Patrick McConathy; Penfield Tate III;; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins.

Administration was represented by Joe Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Julio Leon, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Mike Nosler, System General Counsel; Allison Horn, System Auditor; George Dennison, System Chief Academic Affairs Officer.

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

System staff present: Adam Fedrid; Allen Sneesby; Sharon Teufel.

Guests in attendance: Brad Bohlander, Chief Public Relations Officer, CSU-Fort Collins; Robin Brown, Vice President, Enrollment & Access, CSU-Fort Collins; Sandy Calhoun, Director, Student Financial Services, CSU-Fort Collins; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Chase Eckerdt, Director, Government Affairs, ASCSU, CSU-Fort Collins; Mike Farley, Interim V.P.-Finance & Administration, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Kyle Henley, Public Relations Director, CSU-System; Kathleen Henry, President/CEO, CSU Research Foundation; Alicia Houghteling, Student, CSU-Global; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Stuart MacMillan, Real Estate Executive, CSU Research Foundation; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Robert Osika, System Treasurer; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global; Pamela Toney, Director, Financial Aid, CSU-Global.

The Chair asked Rich Schweigert for an update on the Higher Education Master Plan. Mr. Schweigert reported the timeline for CCHE to complete this project had been

updated due to delays. The CCHE would be holding a retreat to determine next steps followed by a statewide summit in the fall to unveil CCHE's master plan concepts. A final draft would be completed for review by governing boards and presidents in June 2012 for planned submission to the General Assembly by September 2012. Mr. Schweigert reviewed the funding structure and goals of the Master Plan.

The next item was a request to the Board to adopt a System level policy on financial aid to bring current policy in line with major legislative changes. The effect of these changes would be to put more of the financial aid policy oversight and decision making into the hands of the Board of Governors, rather than with CCHE. Each campus presented the basic outline of their current financial aid policy and their priorities in administering financial aid dollars for need versus merit-based awards and in keeping with the mission of the Commitment to Colorado. The motion to bring this policy change proposal to the full Board of Governors was moved by Governor Elliman, seconded, and unanimously approved.

The next item Rich Schweigert reviewed was the budget, with each campus individually presenting their revenue and expense wrap up of fiscal year 2011 and projections for fiscal year 2012. Highlights included a 33% net income margin for Global Campus with \$5.53 million in profit, with an \$8 million net income expectation for 2012 due to anticipated enrollment growth. CSU-Pueblo also reported a strong year with an expected 2.8% growth in tuition revenues and President Tony Frank, CSU-Fort Collins, sought direction from the Board as to appropriate use and implementation of a possible tuition increase and lifting the salary increase freeze for faculty. An extensive discussion ensued due to the length of time since faculty received any raises, and it was generally concluded that a conservative step-up salary increase policy would achieve the maximum benefit for employee satisfaction and to avoid political fallout. Overall CSU-Fort Collins projected \$4.6 million in revenue above budget for fiscal year 2012, assuming State funding levels of zero for a more conservative outlook.

Mr. Schweigert then reviewed the Finance policy which is the overall outlook for investments and capital usage of the System for the benefit of external viewers, investors and others with an interest in the System's debt financing philosophy. This policy is developed through consultation with investment bankers, bond counsel and underwriters, and the ultimate approval of the Board. The policy is reviewed bi-annually and, without any major changes, Mr. Schweigert sought approval of the Board to readopt the policy for the upcoming 2-year cycle. A motion was made by Governor Vice President, External Relations Elliman to recommend approval of the finance policy to the full Board, seconded, and unanimously approved.

Mr. Schweigert then asked the campus representatives to briefly review their upcoming construction projects. Amy Parsons, Vice President, University Operations- CSU Fort Collins, provided an update on Academic Village North, the Lory Student Center renovation, and a list of smaller-scale bonded projects and renovations, a complete list of which would be provided to the Board in October. Chair Zimlich suggested that

these projects be reviewed further during the course of the Board's tour of the campus. CSU-Pueblo campus construction projects included the Walking Stick Village apartments renovation and the proposal to renovate/reconstruct a new Student Center on the CSU-Pueblo campus to enhance the quality of student and community life. A discussion ensued regarding the need for more classroom space as opposed to funding a new student center. Dr. Julio Leon, Interim President, CSU-Pueblo, and Isaiah McGregory, CSU-Pueblo Student Representative, reported that there is a significant need for more space for the students to socialize, as well as a community center that would benefit CSU-Pueblo both socially and economically. Before any decision or action would be taken on these projects, the Finance Committee requested that the CSU-Pueblo Campus Master Plan be presented, as well as the detailed outline for the proposed financing on this construction and bond leverage statistics that had been provided to the committee in the past on proposed bond funded projects.

There being no further business, at 1:00 p.m. the meeting was adjourned.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES
AUGUST 9, 2011**

Committee Chair Ed Haselden brought the meeting to order at 1:15 p.m. Committee Members present were Joseph Zimlich, Vice Chair; Mary Lou Makepeace; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins. Also present: Stuart MacMillan, Real Estate Executive, CSU Research Foundation (assigned staff).

Board of Governors members present were Don Elliman; Dennis Flores; Dorothy Horrell; Scott Johnson; Patrick McConathy; Penfield Tate III; Carole Makela, Faculty Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo.

Administration was represented by Joe Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Julio Leon, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Mike Nosler, System General Counsel; Rich Schweigert, System Chief Financial Officer; Allison Horn, System Auditor; George Dennison, System Chief Academic Affairs Officer.

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

System Staff present: Adam Fedrid; Allen Sneesby

Guests present: Brad Bohlander, Chief Public Relations Officer, CSU-Fort Collins; Robin Brown, Vice President, Enrollment & Access, CSU-Fort Collins; Sandy Calhoun, Director, Student Financial Services, CSU-Fort Collins; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Chase Eckerdt, Director, Government Affairs, ASCSU, CSU-Fort Collins; Mike Farley, Interim V.P.- Finance & Administration, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Kyle Henley, Public Relations Director, CSU-System; Kathleen Henry, President/CEO, CSU Research Foundation; Alicia Houghteling, Student, CSU-Global; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate, CSU-Fort Collins; Jason Johnson, Deput General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Robert Osika, System Treasurer; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global; Pamela Toney, Director, Financial Aid, CSU-Global; Wendy Wibbens, Director, Student Advancement, CSU-Global; Harvey Wilds, Controller, CSU-Pueblo.

The Chair first asked for a review of Agenda Item Number 3, Flow of Funds from Real Estate Sales, which was explained by Stuart MacMillan. Mr. MacMillan described if there was a sale of property which resulted in the generation of revenue, those funds would be restricted funds based on the origin of the sale; either restricted-use fund, institutional-use fund or if the Board of Governors determined the funds were needed for operational costs, the funds could be allocated to operational costs. The final option is that lease funds such as for oil and gas, would go back into the Real Estate Investment Fund (REIF).

The next agenda item was the potential bond-funded projects, which was discussed in detail in the Finance Committee. Then the committee discussed the action item of the acquisition of the College Block properties. The motion was made by Governor Makepeace to forward the College Block properties action item on to the full Board for approval, and seconded by Governor Zimlich. The motion was unanimously approved.

There being no other business of the Real Estate Committee, the Chair sought a motion to adjourn which was moved by Governor Makepeace and unanimously approved.

There being no further business, the meeting was adjourned at 1:37 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT COMMITTEE MEETING MINUTES
AUGUST 9, 2011**

Chairman Johnson brought the Audit Committee to order at 2:05 p.m. Present were: Committee Members Mary Lou Makepeace; Eric Berlinberg, Student Representative, CSU-Fort Collins; and assigned staff Allison Horn, System Auditor.

Board members Don Elliman; Dennis Flores; Ed Haselden; Dorothy Horrell; Patrick McConathy; Penfield Tate III; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Isaiah McGregory, Student Representative, CSU-Pueblo.

Administration was represented by Joe Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Julio Leon, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Mike Nosler, System General Counsel; Rich Schweigert, System Chief Financial Officer; George Dennison, CSU-System Chief Academic Affairs Officer.

Board of Governors Staff present were Sheila Trice Bell, Executive Secretary to the Board of Governors, and Sharon Teufel; and staff members Adam Fedrid and Allen Sneesby.

Guests present were Brad Bohlander, Chief Public Relations Officer, CSU-Fort Collins; Robin Brown, Vice President, Enrollment & Access, CSU-Fort Collins; Sandy Calhoun, Director, Student Financial Services, CSU-Fort Collins; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Chase Eckerdt, Director, Government Affairs, ASCSU, CSU-Fort Collins; Mike Farley, Interim V.P.- Finance & Administration, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Kyle Henley, Public Relations Director, CSU-System; Kathleen Henry, President/CEO, CSU Research Foundation; Alicia Houghteling, Student, CSU-Global; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Stuart MacMillan, Real Estate Executive, CSU Research Foundation; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Robert Osika, System Treasurer; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global; Pamela Toney, Director, Financial Aid, CSU-Global; Wendy Wibbens, Director, Student Advancement, CSU-Global; Harvey Wilds, Controller, CSU-Pueblo.

Chairman Johnson opened the Audit Committee, asking Allison Horn for her report.

Allison Horn opened with the first item on the agenda being the final report of the Audit Plan for FY 2010-2011. One audit report had been issued since the last meeting the internal control review of the Department of Intercollegiate Athletics (IA) which is in addition to the regular rotating four-year audit required by the NCAA. The IA audit was to ensure that adequate internal controls are in place in Intercollegiate Athletics, that the strategic plan includes measurable goals and that the Department has developed policies and procedures that are being followed, in addition to those of the University. Generally, it was found that appropriate policies were in place. Several recommendations were made to improve the implementation of those policies, particularly in the field of procurement.

The next item was audits in progress that include the Change Control Audit in the IT Department, which report should be out in a few weeks; CSU Club Sports, which draft report has been received for review; CSU Extension's entrance conference; and CSU Health Network that has almost completed testing. At CSU-Pueblo the Auditor is completing the audit of accounts receivable.

The next agenda item was overdue recommendations and the revamping of that procedure. Overdue items will be more closely monitored. Most remaining overdue items currently are from CSU-Pueblo due to management change and a new auditor; CSU-Global had closed all of their recommendations; and overdue items from CSU-Fort Collins are being handled jointly with the President's Office.

The final item was the proposed FY 2011-2012 Audit Plan and the eight audit projects carried over from the previous year: two in process, two nearing completion and six yet to be done. New projects slated for 2011-2012 are parking services; the Research Innovation Center; the Lory Student Center, a review of which had not been conducted since FY 1996; a review of ASCSU internal controls; a baseline transition review at the College of Applied Science due to the new Dean; Business and Financial services review of property management as a Federal requirement; the annual NCAA required reviews; disaster recovery review in the IT area as well as Ramtech; and the consultation on consolidation work.

The last item of business was a motion made by Governor Makepeace to move recommendation to the Board for approval of the Audit Plan for fiscal year 2011-2012 as proposed. The motion was seconded and unanimously approved.

There being no further business, the committee was adjourned at 2:25 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
STUDENT AFFAIRS COMMITTEE MEETING MINUTES
AUGUST 9, 2011**

Chairman McConathy brought the Audit Committee to order at 2:37 p.m. Present were: Committee Members present: Don Elliman; Scott Johnson; Eric Berlinberg, Student Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo; Alicia Houghteling, Student Representative, CSU-Global. Sheila Trice Bell, Executive Secretary to the Board of Governors (assigned staff) was also present.

Board members present: Dennis Flores; Ed Haselden; Dorothy Horrell; Mary Lou Makepeace; Penfield Tate III; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo.

Administration was represented by Joe Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Julio Leon, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Mike Nosler, System General Counsel; Rich Schweigert, System Chief Financial Officer; Allison Horn, System Auditor; George Dennison, System Chief Academic Affairs Officer

System Staff present were Sharon Teufel; Adam Fedrid; and Allen Sneesby.

Guests present were Brad Bohlander, Chief Public Relations Officer, CSU-Fort Collins; Robin Brown, Vice President, Enrollment & Access, CSU-Fort Collins; Sandy Calhoun, Director, Student Financial Services, CSU-Fort Collins; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Chase Eckerdt, Director, Government Affairs, ASCSU, CSU-Fort Collins; Mike Farley, Interim V.P. - Finance & Administration, CSU-Pueblo; Mark Gill, Chief of Staff, CSU-Fort Collins; Kyle Henley, Public Relations Director, CSU-System; Kathleen Henry, President/CEO, CSU Research Foundation; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Nancy Hurt, Associate Director, Real Estate, CSU-Fort Collins; Jason Johnson, Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Associate Vice President, Finance, CSU-Fort Collins; Stuart MacMillan, Real Estate Executive, CSU Research Foundation; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Robert Osika, System Treasurer; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Gus Skinner, Vice President of Finance, CSU-Global; Pamela Toney, Director, Financial Aid, CSU-Global; Wendy Wibbens, Director, Student Advancement, CSU-Global; Harvey Wilds, Controller, CSU-Pueblo.

Chairman McConathy opened the Student Affairs Committee meeting by asking Rich Schweigert to give a brief overview of the changes being proposed to System-wide financial aid policies. Mr. Schweigert explained that these changes were reviewed in detail in the Finance Committee but wanted inform the Student Affairs Committee that the System policy is being brought in line with legislative changes that give much more of the control over financial aid policies to the Board of Governors and the presidents and deans of the System campuses.

The Chair then called on Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins, to give a report on the diversity programs in the CSU-Fort Collins Student Affairs Division. Dr. Hughes highlighted the efforts of that Office to ensure that ethnically and racially diverse students are recruited, retained, and find a safe and welcoming environment on campus. She highlighted the other groups this office serves, namely those with developmental or educational disabilities, veterans, first-generation students, and those with physical limitations.

Dr. Hughes traced the history of these efforts, offices and programs and noted that there has been a huge expansion in students groups and cultural awareness. She described the specific efforts to ensure proper training of R.A.'s and other campus staff in the appropriate handling and sensitivity towards the GLBT population through the Student Diversity Program Services Offices, and described specific efforts to collaborate with outside entities in ensuring inclusion of Native American student populations. In conclusion, Dr. Hughes introduced Linda Ahuna-Hammill, the Assistant Vice President for Academic Affairs working directly with the Cultural Centers, and Mary Ontiveros, Vice President for Diversity.

The Chair then turned to Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo, to give an overview of the diversity programs at CSU-Pueblo. Dr. Dadabhoy described a system at CSU-Pueblo that is organic and widespread in nature, and not centralized into any specific offices, and those efforts are geared toward ensuring all staff and faculty act as diversity officers and agent to promote diversity on the campus and enable all students to be successful. CSU-Pueblo has one half-time employee who is the Director of the Diversity Resource Center, helping with specific initiatives on campus.

Dr. Dadabhoy provided statistics of the percentages of students of color and Hispanics on the CSU-Pueblo campus, which are already high and continuing to rise. The one issue of continuing challenge is ensuring the faculty and staff are appropriately diverse. Initiatives to ensure diverse student satisfaction and retention include expanded orientations, special programs, and a distinguished speakers series that highlights successful professionals of diverse backgrounds. Dr. Dadabhoy highlighted the success of the GLBT Group Prism who undertakes trainings throughout campus to establish "safe zones."

The final presentation of CSU-Global's diversity programs and initiatives was given by Wendy Wibbens, Director of Student Engagement, CSU-Global, who described

the activities that CSU-Global utilizes to attract and retain diverse student populations. Specific efforts include the intensive support and communication through the student tutoring services as well as campus and faculty representatives who remain in close and constant contact with students and monitor their GPA and progress to attempt to reach out to any who might need extra assistance. CSU-Global has also joined ethnic-based Chambers of Commerce to enhance access to recruiting racially and ethnically diverse students.

Governor Mary Lou Makepeace asked that a report be presented at this committee of any safety incidents that occur on campus. President Tony Frank, CSU-Fort Collins, indicated that he would work to gather that information for presentation to the Committee.

There being no further business, the committee was adjourned at 3:42 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
August 9, 2011**

CALL TO ORDER

Chairman Joe Zimlich brought the public meeting to order at 8:08 a.m.

ROLL

Governors present: Dorothy Horrell, Vice Chair; Don Elliman, Treasurer; Ed Haselden, Secretary; Dennis Flores; Scott Johnson; Mary Lou Makepeace; Patrick McConathy; Penfield Tate III; Carole Makela, Faculty Representative, CSU-Fort Collins; Kristina Proctor, Faculty Representative, CSU-Pueblo; Eric Berlinberg, Student Representative, CSU-Fort Collins; Isaiah McGregory, Student Representative, CSU-Pueblo.

Administrators present: Joe Blake, Chancellor; Tony Frank, President, CSU-Fort Collins; Julio Leon, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global; Mike Nosler, System General Counsel; Rich Schweigert, System Chief Financial Officer; Allison Horn, System Auditor; George Dennison, System Chief Academic Affairs Officer.

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

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

Guests: Brad Bohlander, Chief Public Relations Officer, CSU-Fort Collins; James Cooney, Vice Provost, International Programs; Zavareh Dadabhoy, Dean of Student Life, CSU-Pueblo; Peter Dorhout, Provost, CSU-Pueblo; Chase Eckerdt, Director, Government Affairs, ASCSU, CSU-Fort Collins; William Farland, Vice President, Research, CSU-Fort Collins; Mike Farley, Interim V.P.-Finance & Administration, CSU-Pueblo; Wei Gao, Natural Resource Ecology Laboratory, CSU-Fort Collins; Mark Gill, Chief of Staff, CSU-Fort Collins; Kyle Henley, Director of Denver Public Relations, CSU; Kathleen Henry, President/CEO, CSU Research Foundation; Blanche Hughes, Vice President, Student Affairs, CSU-Fort Collins; Lynn Johnson, Associate Vice President, CSU-Fort Collins; Katie Kalkstein, Executive Assistant to the President, CSU-Fort Collins; Tom Milligan, Vice President, External Relations, CSU-Fort Collins; Rick Miranda, Provost and Executive Vice President, CSU-Fort Collins; Amy Parsons, Vice President, University Operations-CSU Fort Collins; Kathay Rennels, Assistant Vice President, Office of the Vice President for Engagement, CSU-Fort Collins.

PUBLIC COMMENT

Chair Joseph Zimlich opened the public meeting with the introduction and swearing-in of Carole Makela as the newest member of the Board of Governors. He then asked for public comment, of which there was none offered.

BOARD CHAIR AGENDA

Chair Zimlich announced that the Board's self-assessment will occur at a future Board meeting. He then listed the new Board officers: himself; Governor Dorothy Horrell, Vice Chair; Governor Don Elliman, Treasurer; and Governor Ed Haselden, Secretary. Chair Zimlich reviewed the new committee assignments, including chairs. The Chair sought a motion to ratify the committee assignments, which was moved by Governor Haselden, seconded by Governor Tate, and unanimously approved. *[The committee assignments list as of August 9, 2011, is Attachment 1 to these minutes.]*

Chair Zimlich announced the formation of the Chancellor Search Advisory Committee with Governor McConathy as Chair of the Committee and listed the committee members appointed thus far. Governor Makepeace moved to ratify that committee, Governor Haselden seconded, and the motion was unanimously approved.

Chair Zimlich announced that Sheila Trice Bell, Executive Secretary to the Board of Governors, is compiling a 2012 calendar of Board events with the first event the CSU-CU Rocky Mountain Showdown football game on September 17. The calendar will include a special event in which past Board members will be invited to join with the Board for the October 15th CSU-Fort Collins home football game. Chair also noted Sheila Trice Bell has a list of conferred degree recipients for the Board's information.

Chair Zimlich extended congratulations to Governor Horrell for being one of two Coloradans inducted into the 4-H Hall of Fame.

EXECUTIVE SESSION

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

CONSENT AGENDA

The meeting reconvened in Public Session. Regarding the Consent Agenda, a motion was moved, seconded, and the consent agenda was unanimously approved.

STUDENT AND FACULTY REPORTS

Student Reports

Governor Eric Berlinberg, Student Representative, CSU-Fort Collins, explained the mission, role, and activities of ASCSU, namely to collect certain student fees, manage a budget of almost \$2 million, present proposals to the Student Fee Review Board, and administer programs on behalf of students. He explained in more detail the most successful of those programs, the Ram Ride program, which offers safe transportation for students on the weekends, and is entirely run

and operated by students. Mr. Berlinberg also discussed the lobbyist who works directly with ASCSU, Jenn Penn from Dome Strategies, LLC.

Governor Isaiah McGregory, Student Representative, CSU-Pueblo, reported on the the Associated Students' Government (ASG) annual fall retreat and items of business for the ASG retreat, including student fees which CSU-Pueblo student government is currently trying to bring in line with the model utilized by CSU-Fort Collins. Mr. McGregory raised a concern about the financial aid disbursement date being moved and the hardship this would put upon Pueblo students. The Chair suggested further off-line discussion on this issue.

Faculty Reports

Governor Carole Makela, Faculty Representative, CSU-Fort Collins, described the basic structure of the Faculty Council as the representative faculty governance body on campus. She explained that representatives from each department plus administrators and deans along with vice presidents create a monthly agenda for the Faculty Council meeting that takes place the first Tuesday of every month except for January. Governor Makela concluded by noting the Faculty Council is working with CSU-System General Counsel Mike Nosler on the preface for the Academic Faculty and Administrative Professional Manual which will be brought forward at the next meeting.

Governor Kristina Proctor, Faculty Representative, CSU-Pueblo, noted the departure of Faculty Senate President Kathryn Frank, and acknowledged Professor Frank's contributions to the campus during her tenure. The incoming Senate President will be Dr. Lance Gentry, Associate Professor of Marketing, who will lead during the faculty retreat scheduled for August 19th. During the retreat the agenda will be set for the Senate for the 2011-12 academic year, standard committee assignments will be set, and the tentative report from the Ad Hoc Academic Excellence Committee will be reviewed.

Governor Proctor acknowledged the newly formed Honors Program and thanked Dr. Leon, Interim President, CSU-Pueblo, for his leadership on that important initiative, noting that more form is being established for that program including identifying a Director, Dr. David Malet, Assistant Professor of Political Science. She also discussed the unification and consolidation of the Budget Board with the Strategic Budget Advisory Committee, which has taken place with the assistance of Dr. Frank. Governor Proctor went into more detail about the Ad Hoc Committee on Academic Excellence being led by Dr. Peter Dorhout, Provost, CSU-Pueblo, which will dovetail into the "Strategic Plan Refresh" which is meant to revisit the overall goals and plans for the campus. She thanked all of those who worked on finalizing the changes to the Faculty Handbook, particularly the Faculty Grievance Mediation.

Prior to the Chancellor's Report, a special presentation was made to Becky Takeda-Tinker, President, CSU-Global, in celebration and recognition of CSU-Global achieving independent accreditation status from the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools.

CHANCELLOR AND SYSTEM REPORTS

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

Chancellor Blake began by introducing Kyle Henley, Director of Denver Public Relations, CSU, and Tom Milligan, Vice President, External Relations, who are new employees in the Public Relations Department for the System. The Chancellor noted the increase in activity on donor development, most visibly in the new Engines and Energy Conversion Laboratory (EECL) in the Department of Mechanical Engineering, College of Engineering.

Chancellor Blake described a new initiated measure being brought to the Colorado State legislature which seeks to provide new sources of funding over a five-year period for Pre-K through 12 and including higher education. A discussion ensued about the viability of such a measure and whether the Board should offer any sort of position on the matter. It was generally agreed that the Board should take a wait-and-see approach to this measure and take a position as an overall System after consultation with all relevant parties.

Chancellor Blake reported that he has been asked to serve on the Education Leadership Council until his replacement has been found, at which time the new Chancellor would serve on that board, and updated the Board on the progress of submission of proposals for a replacement.

The next item on the agenda for System business was the indemnification policy, a matter for action presented by CSU-System General Counsel Mike Nosler. The General Counsel gave a brief explanation about the changes to the policy from House Bill 11-1301 which allow the governing boards of institutions of higher education the ability to enter into contracts that provide for indemnification provided that the Board determines that the contract serves a valid public purpose, without pre-approval. He asked for a motion for approval. It was moved by Governor Tate, seconded by Governor Makepeace, and unanimously approved.

The Chancellor then presented the Strategic Plan update, noting that much more tangible information was now available given the State budget completion. There will be a Coalition for Higher Education built in the fall to further explore what higher education in Colorado is contributing towards the rebuilding of the economy. Outreach to underserved students continues to be expanded, including through activities with the Denver Hispanic Chamber of Commerce. Retention rate goals continue to progress in the direction of meeting the Stretch Goals, as well as great progress being made in the area of post-graduate success and increased student engagement.

Chancellor Blake further reported work continues on lowering the student debt load through the *Commitment to Colorado*. Colorado State University's research expenditures have placed the University in the top 3 percent of all universities without a medical school and the top 10 for all research institutions in the country. Chancellor Blake noted there was still work to be done on graduation rates for CSU-Pueblo, but that student engagement is on the upswing, debt load continues to decrease, while the campus continues to increase their reserves and work on

enrollment. Furthermore, employment for graduates is trending in the right direction. CSU-Global has achieved incredible retention rates and their degree programs continue to expand.

Governor Haselden acknowledged the Chancellor's diligence in reporting and follow-up on the Strategic Plan Stretch goals and offered his congratulations for the gains being made.

PRESIDENTIAL REPORTS

CSU-Fort Collins

President Tony Frank, CSU-Fort Collins, highlighted increased enrollment figures and projected a fifth year of growth in that area. He pointed out how CSU-Fort Collins is measuring up with comparable universities in cost of education, noting that even with recent increases it is still a greater value for the cost. More students are choosing to attend CSU versus CU and Colorado residents are more aware of the value and quality of CSU.

The Education Policy Institute just awarded the University the Outstanding Student Retention Program Award. Research expenditures are projected to be \$331 million, continuing to contribute to the record number of research awards earned by the institution. Last year, \$85 million was reported toward the University's fundraising campaign and with unreported contributions, the campaign is at the \$478-million mark on the way to the \$500-million goal, which appears will be reached ahead of schedule. President Frank announced the 1870 Dinner will be held on February 4, 2012.

President Frank introduced Tom Milligan, the new Vice President for External Relations, to discuss specific measures being taken to increase enrollment and public awareness of the value provided by the CSU System. Mr. Milligan highlighted the intensive advertising campaigns taking place, specifically at Denver International Airport, to increase exposure for the System, and reported statistically the System is starting to overcome comparable State institutions in branding numbers amongst the younger and upcoming generation based on the recent Awareness Student results. Specific efforts highlighted include more public events featuring exemplary and accomplished faculty and graduates from the System. A discussion ensued about the branding of the three different campuses and the System as a whole. Areas of improvement were suggested and identified to strengthen each individual campus brand while strengthening the System as a whole.

President Frank reported the CSU Foundation was able to achieve a little over a 23% return last year on the endowment funds, withstanding market volatility with a very strong, diversified portfolio. He concluded his report recognizing the tremendous accomplishment that has been achieved by CSU-Global Campus and made a presentation to President Becky Takeda-Tinker, CSU-Global, of three gifts specifically from the CSU-Fort Collins campus.

CSU-Pueblo

Dr. Julio Leon, Interim President of CSU-Pueblo, highlighted issues in the Strategic Plan, describing some initiatives being taken to move the Stretch Goals in the correct direction, namely looking more carefully into the issue of "ghost students" and retention issues. Dr. Peter Dorhout, Provost, CSU-Pueblo, has conducted specific meetings over the summer relating to retention. CSU-Pueblo is developing a new program based on contributions from Kati Haycock, President of the Education Trust, as well as from the February Board retreat, focusing on the most at-risk students to attempt to ensure retention of these students. Dr. Leon stressed the Honors Program initiative as an attempt to ensure that higher quality students are attracted to assist with retention and graduation, and also to attempt more family involvement with these students.

Dr. Leon reported CSU-Pueblo has also been awarded hosting three NCAA Division II National Championships, in track and field and wrestling. He noted that these championships were a strong expression of the community involvement in CSU-Pueblo and restated the importance of the proposed Student Center to the community relationship. He also reported that CSU-Pueblo would be taking over the hosting of economic luncheons which were previously hosted by the Pueblo Chamber of Commerce.

CSU-Global

President Becky Takeda-Tinker thanked the Board of Governors for all of the recognition she had received and also thanked and congratulated the Board for their accomplishment in enabling the first online public university to be brought into existence. Moreover, she thanked CSU-Pueblo and CSU-Fort Collins for their funding and their support. President Takeda-Tinker thanked Governor Horrell, Chancellor Blake, CFO Rich Schweigert, former Chair McConathy, Governor Elliman, and Governor Makepeace for their assistance in the HLC Review Board process. She further thanked Governor Horrell and the Chancellor for traveling to Chicago to meet with the HLC Board, and thanked General Counsel Mike Nosler for his help. President Takeda-Tinker thanked the Presidents of the three universities for helping communicate and bridge the gap between the entities.

President Takeda-Tinker reported there are now 4,358 active students at CSU-Global. CCHE just approved CSU-Global to move forward with the degree programs the Board approved in December: the Masters of Criminal Justice, the Masters of Healthcare Management and Administration, the Bachelor of Science in Communications, Interdisciplinary Professional Studies, Accounting, Criminal Justice and Healthcare Management and Administration. These will be moved forward to the HLC Committee which will take about two to three months and CSU-Global will hopefully be able to fully offer those in January. It was noted that the HLC has honored President Takeda-Tinker with an invitation to be an accreditation evaluator.

COMMITTEE REPORTS

Academic Affairs Committee

Committee Chair Governor Dorothy Horrell gave the Academic Affairs Committee report. The first action item for the Board was to approve the following items upon the Academic Affairs Committee's recommendation: HLC's accreditation of CSU-Global; acceptance of the Grade Distribution Report; Enrollment Report; Faculty Emeritus designations; and CSU-Global's degree conferral schedule (from twice annually in June and in December to conferral of the degree immediately upon completion of each eight-week term).

Governor Horrell discussed the reports on faculty workloads from all three institutions and how the report formats would be revised to ensure that the salient points are highlighted and easily comparable between institutions. She gave a brief overview of the recruitment, retention, promotion and tenure reports as well as the information related to faculty salary comparisons. Governor Horrell reported on the overall and committee concern about the continued faculty salary freeze and how this is putting CSU-Pueblo and CSU-Fort Collins at a market disadvantage. She reported there is a possibility that the comparative peer group may not be appropriate based on the changes in the mission of CSU-Pueblo. It was decided that the Provosts would develop a different set of peer institutions for CSU-Pueblo.

Governor Horrell reviewed the presentation by Dr. Nedagog from the Society for the Advancement of Chicanos and Latinos in Science in recognizing the importance of minority student populations' participation in the STEM disciplines. A motion was made to approve the action item of CSU-Global accreditation and all of the reports by Governor Horrell, seconded by Governor Makepeace, and unanimously approved.

Real Estate/Facilities Committee

Governor Ed Haselden presented the report from the Real Estate Committee, noting the only action item was for the acquisition of the property from the Colorado State University Research Foundation by CSU-Fort Collins, the details of which are contained in the action book. Governor Haselden moved for approval, Governor Elliman seconded, and this action item was unanimously approved.

Evaluation Committee

Governor Mary Lou Makepeace gave the report from the Evaluation Committee. Action items were: a request for approval to authorize disbursement of bonuses for Chancellor Blake and President Frank in accordance with their contracts in the amounts of \$35,000 and \$25,000 respectively. This item was moved by Governor Haselden, seconded by Governor Tate, and unanimously approved. Chairman Zimlich noted in connection with the evaluation of the Chancellor that the Board would like to continue the relationship with the Chancellor as a Special Advisor upon his stepping down from the Chancellorship and asked the Board to

authorize negotiations to take place to establish this relationship. This item was moved, seconded, and unanimously approved.

Finance Committee

Chairman Joe Zimlich reported the first item for action was approval of a new CSU-System Financial Aid policy and adoption of the three institution's financial aid policies based on the passage of House Bill 11-1301 which would bring the System into compliance with the new law. A motion was made by Governor Makepeace, seconded by Governor Tate, and unanimously approved. The second item for action was the adoption of the updates to the Colorado State University Finance Policies. A motion was made by Governor McConathy, seconded by Governor Elliman, and unanimously approved. Chairman Zimlich commented on the updates of the Campus Master Planning process and potential future construction projects. He noted that Rich Schweigert, CSU-System Chief Financial Officer, would bring further information to the next committee meeting.

Audit Committee

Governor Scott Johnson gave the Audit Committee's report. He noted his concerns about outstanding audit items and that those were mostly housekeeping items. The action item was the approval of the Audit report which was moved, seconded and unanimously approved.

Student Affairs Committee

Chairman McConathy thanked those who attended and gave reports on Student Affairs programs and activities and diversity.

INSTITUTIONAL DISCUSSION ITEMS

Colorado Blueprint Presentation

Dr. Kathay Rennels, Assistant Vice President, Office of the Vice President for Engagement, CSU-Fort Collins, gave an overview of Colorado Governor Hickenlooper's economic development strategy document and provided flash drives to each of the Governors. She reported the document is a result of the activities of the Governor's Economic Development Plan, work she has been doing with the counties, and how these activities relate to the CSU System.

Dr. Rennels reported activities included actions to pare down rules and regulations designed to streamline government operations on a county level; to look at how to recruit and retain and to grow businesses; to consider how to create more business-friendly environments; to increase access to capital for small businesses; to create and maintain stronger branding; to educate and to train the workforce; and to foster a culture of innovation and technology. Dr. Rennels concluded by offering that the State government is very much available, willing and able to assist in strengthening the recognition and partnership with Colorado State University and the State in working together to strengthen economic development.

China Initiative

President Tony Frank, CSU-Fort Collins, gave an update on the China initiative and the recent trip to continue to build relationships with that country. He introduced Jim Cooney, Vice Provost for International Programs, and Dr. Wei Gao to give the complete report on that trip, China, Colorado State, and the World.

Dr. Frank discussed China's role in U.S. higher education, CSU's China strategy, and the success of CSU's approach. Since 2007, there have been 12 additional delegations to China, the most recent including Amy Parsons, Vice President, University Operations-CSU Fort Collins, three deans, and Alan Lamborn, Vice Provost, which set up a new Joint Research Institute for New Energy and the Environment. Amy Parsons has negotiated a contract with The Coca-Cola Company that will put \$1 million over the next 10 years into scholarships for students from China coming to CSU, and a new Confucius Institute is scheduled to be announced next month which should generate \$100,000 to \$150,000 per year.

Vice Provost Cooney reported on trends of international students, showing that only China, India, and Korea are sending increasingly more students to the U.S. for study, but noted that the capacity for growth at CSU is great. He noted that the delegations have tried to build close relationships with the universities in China during their visits. Other strategies that have been employed are to develop close research links, joint international colloquium, workshops, and conferences.

Vice Provost Cooney described 14 current strategic partners with various degrees of success. In China his office is working with five strategic partners, all listed in the top 39 universities in China, resulting in a large amount of extra funding. The International Programs Office is also working with Chinese government agencies, the Association of Science and Technology and the State Administration for Foreign Expert Affairs. Agreements have also been signed which are the first of their kind between the government and a U.S. university. Vice Provost Cooney highlighted the statistics demonstrating the dramatic increase in Chinese and Saudi Arabian students and how that is trending upward. This upcoming year it appears there will be 250 Chinese students on campus, generating \$5 to \$6 million in gross tuition revenue.

There being no further business, the Chair asked for and received a motion to adjourn which was unanimously approved. The meeting was adjourned at 1:22 p.m.

**BOARD OF GOVERNORS
OF THE
COLORADO STATE UNIVERSITY SYSTEM
COMMITTEE ASSIGNMENTS
EFFECTIVE AUGUST 9, 2011**

*Attachment 1
Board of Governors Meeting Minutes
August 9, 2011*

STANDING COMMITTEES

Executive Committee

- Joseph Zimlich, Chair
- Dorothy Horrell, Vice Chair
- Don Elliman, Treasurer
- Ed Haselden, Secretary
- Penfield Tate III
- Sheila Trice Bell (assigned staff)

Evaluation Committee

- Mary Lou Makepeace, Chair
- Don Elliman
- Dennis Flores
- Ed Haselden
- Dorothy Horrell
- Scott Johnson
- Pat McConathy
- Penfield Tate III
- Joseph Zimlich
- Sheila Trice Bell (assigned staff)

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- Mary Lou Makepeace
- Penfield Tate III
- Eric Berlinberg, CSU-Ft. Collins Student Representative
- Allison Horn (assigned staff)

Finance Committee

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- Dennis Flores
- Penfield Tate III
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- George Dennison (assigned staff)

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- Scott Johnson
- Eric Berlinberg, CSU-Ft. Collins Student Representative
- Isaiah McGregory, CSU-Pueblo Student Representative
- Alicia Houghteling, CSU-Global Student Representative
- Sheila Trice Bell (assigned staff)

CSU-Pueblo Foundation Liaison

- Dennis Flores

CSU Foundation Liaison

- Joseph Zimlich

CSU Research Foundation Liaison

- Penfield Tate III

Department of Higher Education Liaison

- Joseph Zimlich

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- Ralph Williams
- Henry Roman
- Judy Baca
- Jennifer Mullen
- Geraldine Trujillo-Martinez
- Dawn DiPrince
- Tracy Samora
- Sheila Trice Bell (assigned staff)