

**BOARD OF GOVERNORS MEETING**  
**February 2-3, 2023**  
**CSU Pueblo**

**WEDNESDAY, FEBRUARY 1, 2023**

Optional Orientation and tour of CSU Pueblo for new BOG members 2:30 – 4:30 p.m.  
2:30 – 3:30 Meet with Tim Mottet, President's office  
3:00 – 4:00 Campus Tour (weather permitting)  
4:00 – 4:30 Meet with Senior Leadership, President's office

Informal dinner – Twenty-One Steak, 101 S Main, Suite 200, Pueblo, CO 81003 (*social*) 6:00 p.m.

**THURSDAY, FEBRUARY 2, 2023**

**BOARD OF GOVERNORS BREAKFAST** – Occhiato Student Center, Ball Room 8:30 a.m.

**CONVENE BOARD MEETING** – Occhiato Student Center, Ball Room 9:00 a.m.

**BOARD MEETING– CALL TO ORDER**

1. **BOARD CHAIR'S AGENDA (10 min) (4)** 9:00 a.m. – 9:10 a.m.  
CSU Pueblo Excellence in Teaching Award – Dr. Brad Gilbreath
2. **PUBLIC COMMENT (15 min) (6)** 9:10 a.m. – 9:25 a.m.
3. **CHANCELLOR'S REPORT (1 hr 5 min) (7)** 9:25 a.m. – 10:30 a.m.
  - Retreat Follow-up: Innovation (1 hr)
  - CSU Spur Update – Jocelyn Hittle (5 min) (12)

**BREAK (10 min)**

4. **AUDIT AND FINANCE COMMITTEE (1.5 hr) (21)** 10:40 a.m. – 12:40 p.m.  
John Fischer, Chair  
*Audit Items*
  - Presentation of External Audit Results by Clifton Larson Allen
  - Internal Audit Dashboard (24)
  - Status of FY 22-23 Audit Plan (25)
  - Review of Audit Reports Issued (26)
  - Status of Past Due Audit Recommendations (29)*Finance Items*
  - State Budget Update (34)
  - FY 23 2<sup>nd</sup> Quarter Financial Statements (35)
  - Campus Budget Scenarios with Tuition Discussion (44)
  - CSU Graduate Compensation Proposal (50)
  - CSU System Treasury Update (81)

**LUNCH** – CSU Pueblo Master Plan (1 hour) 12:40 p.m. – 1:40 p.m.



- 5. CSU REPORTS (40 min) (84)** 1:40 p.m. – 2:20 p.m.
- Student Report – Presented by Rob Long (10 min) (85)
  - Faculty Report – Presented by Andrew Norton (10 min) (90)
  - President’s Report – Presented by Rick Miranda (20 min) (93)

- 6. CSU GLOBAL REPORTS (35 min) (103)** 2:20 p.m. – 2:55 p.m.
- Student Report – Presented by Paige Martinez (10 min) (104)
  - Faculty Report – Presented by Jennifer Davis (10 min) (105)
  - President’s Report – Presented by Pam Toney (15 min) (106)

**BREAK (10 min)**

- 7. CSU-PUEBLO REPORTS (50 min) (116)** 3:05 p.m. – 3:55 p.m.
- Student Report – Presented by Mikayla Lerch (10 min) (117)
  - Faculty Report – Presented by MD Islam (10 min) (119)
  - President’s report – Presented by Tim Mottet (30 min) (121)  
CSU Pueblo An Enhanced Profile (129)

- 8. ANNUAL ATHLETICS REPORTS (1 hr) (138)** 3:55 p.m. – 4:55 p.m.
- CSU Pueblo – Paul Plinske, Athletic Director (139)  
CSU – Joe Parker, Athletic Director (156)

**BOARD DINNER** – DCs on B Street, 115 W B Street, Pueblo, CO 81003 (*social*) 6:00 p.m.

**FRIDAY, FEBRUARY 3, 2023**

**BOARD OF GOVERNORS BREAKFAST**, Occhiato Student Center Ballroom 8:00 – 9:00 a.m.  
Men’s Soccer athletes and mentors.

**RECONVENE BOARD MEETING** – Occhiato Student Center Ballroom 9:00 a.m.

- 9. ACADEMIC AND STUDENT AFFAIRS COMMITTEE (30 min) (188)** 9:00 a.m. – 9:30 a.m.
- Dr. Nate Easley, Chair
- New Degree Programs: (212)
    - CSU: Graduate Certificates:
      - International Security
      - Sustainable Business
      - Tailings Engineering
  - CSU Pueblo Admin Professional Handbook (216)
  - CSU System Collaboration (196)
  - Provost’s Update (197)

- 10. ANNUAL ENGAGEMENT REPORT (1 hr) (231)** 9:30 a.m. – 10:30 a.m.
- CSU – Kathay Rennels (232)

**BREAK (10 min)**



**11. APPROVAL OF CONSENT AGENDA (5 min) (254)**

10:30 a.m. – 10:35 a.m.

Colorado State University System

Minutes of the November 28, 2022 Audit and Finance Committee

Minutes of the November 30, 2022 Evaluation Committee

Minutes of the December 1-2, 2022 Board and Committee Meetings

Minutes of the December 16, 2022 Special Meeting

Colorado State University

Graduate Certificates:

- International Security
- Sustainable Business
- Tailings Engineering

Colorado State University Pueblo

CSU Pueblo Admin Professional Handbook

**12. REAL ESTATE AND FACILITIES (45 min) (255)**

10:35 a.m. – 11:15 a.m.

Kenzo Kawanabe – Chair

*Executive Session*

*Open Session*

Action on Program Plan for CSU District Energy Combined Heating and Cooling Conversion (257)

Action on CSU Pueblo Extended Studies Program to Pikes Peak State College (290)

**LUNCH (30 min)**

**13. EXECUTIVE SESSION (1 hr) (292)**

11:45 a.m. – 12:45 p.m.

**14. EVALUATION COMMITTEE (30 min) (293)**

12:45 p.m. – 1:15 p.m.

Armando Valdez, Chair

**ADJOURN BOARD MEETING**

**1:15 p.m.**

**Next Board of Governors Board Meeting:** May 4-5, 2023, CSU Fort Collins

**APPENDICES**

I. Correspondence (295)

II. Construction Reports (301)

III. Higher Ed Readings (314)



# Section 1

## *Board Chair's Agenda*



**2022  
Excellence in Undergraduate  
Teaching Award**



The Board of Governors and its institutions are committed to excellence in undergraduate teaching.

In 1993, to support this commitment,  
the Board established the

**Board of Governors  
Excellence in Undergraduate  
Teaching Awards.**

Awards are presented annually to a faculty member from Colorado State University, Colorado State University - Pueblo, and Colorado State University - Global Campus.

The Board believes,

***“Excellence in teaching  
involves creating a process of inquiry that  
stimulates the curiosity of students  
and that helps them develop and probe ideas.  
The teaching function increases motivation,  
challenges students, and  
channels inquiry.”***



**Dr. Brad Gilbreath  
Colorado State  
University Pueblo**

*Dr. Brad Gilbreath, Professor of Management, is the recipient of this year's Faculty Excellence Award in Teaching and Student Learning award. Dr. Gilbreath's instructional excellence has been recognized through a number of refereed journal publications regarding his instructional innovation. Since he has been at CSU Pueblo, Dr. Gilbreath has developed five courses and also an online course for Extended Studies. He is highly regarded by his students and peers at the Hasan School of Business. One of his students noted, "Dr. Gilbreath has an interactive way of challenging a student's learning requiring one to think intellectually about the material. He will continue to impact students' lives just as he did mine." Thank you, Dr. Gilbreath for your dedication to continuous development towards excellent teaching.*



# Section 2

## *Public Comment*

This Section intentionally left blank



# Section 3

## *Chancellor's Report*





## OFFICE OF THE CHANCELLOR

### COLORADO STATE UNIVERSITY SYSTEM CHANCELLOR'S REPORT

February 2023

#### CSU Systemwide

- Brandon Bernier, Vice President for IT at CSU Fort Collins, has been appointed to the dual role of Chief Information Officer for the CSU System. His predecessor, Pat Burns, is scaling back his duties to lead a rural broadband initiative for the System.
- The CSU System Communications team released the first edition of STATE Spotlight. This is a smaller edition of the regular magazine that once a year will focus on an issue of critical concern to Colorado. The first STATE Spotlight edition focuses on higher education affordability and student debt.

#### Campus Updates

- CSU System staff assisted with the announcement of Amy Parsons as the 16<sup>th</sup> president of Colorado State University in Fort Collins.
- Associate Vice Chancellor Tiana Kennedy and Assistant Vice Chancellor Kate Siegel Shimko have been working with liaisons from across each campus on a civic inventory to understand where leadership Systemwide is currently engaged.
- Conversations are underway to consider a Systemwide partnership and communications strategy for dual-enrollment offerings. Dr. Takeda Tinker, Interim Chief Academic Officer Hentschell, and AVC Kennedy are working on this effort with campus partners.
- AVC Kennedy is coordinating efforts across the CSU System to engage on multiple letters of intent to participate in the Opportunity Now grant process, including involvement in Arapahoe Community College's Careers Collaborative and CSU Pueblo's involvement with the Trinidad State University Emergent Campuses effort.
- In January, Interim CAO Hentschell is kicking off several regular meetings with relevant campus leaders focused on cross-system collaboration in the areas of admissions/enrollment and student success.
- Interim CAO Hentschell is working with Kim Kita, Director of CSU Todos Santos, on academic programming for the Todos Santos semester program. AVC Kennedy and team members are ramping up marketing communications for the center, as well.

#### CSU System Government Affairs – Federal

- Chancellor Frank has been actively engaged in a variety of federal outreach efforts within and outside of the Colorado delegation.
- The CSU System is once again joining with Colorado Mesa University and the University of Colorado to host the Colorado Capital Conference in Washington DC June 13-15. The Colorado Capital Conference is a unique opportunity for Colorado residents to interact with the nation's leaders in the U.S. capital. In an ever-changing political environment, the Colorado Capital Conference provides key insights into how the U.S. Government works.



The conference is designed to give participants an enhanced understanding of the federal legislative process, as well as how to positively affect public policy. Board members interested in attending should contact Chancellor Frank or Melanie Geary for more information.

### CSU System Government Affairs – State

- Chancellor Frank and Senior Vice Chancellor Sobanet continue to have regular, targeted outreach with Colorado legislators, with the help of state lobbying team Mike Feeley and Rich Schweigert.
- Chancellor Frank presented on behalf of the CSU System to the Joint Budget Committee of the Colorado General Assembly in January.
- CSU System leadership presented to the Capital Development Committee of the General Assembly in December.
- Interim CAO Hentschell is working with CSU Pueblo and CSU Fort Collins to implement the Colorado Re-Engage (CORE) policies that allow four-year institutions to award associate's degrees to students who have stopped out (and have 70 credits). CDHE has earmarked grants of up to \$40,000 to support the administrative work required.
- Interim CAO Hentschell continues Interim President Miranda's work serving on the "Credentials As You Go" steering committee, assisting the CDHE in designing policies and implementing shorter-term, transcriptable, stand-alone, stackable programs that recognize student achievement, are geared to increasing college access to a wider audience of learners, and support workforce development.
- Senior Vice Chancellor Sobanet continues to serve on the Governor's Task Force Concerning Tax Policy.
- The System welcomed Governor Jared Polis and Secretary Tom Vilsack to the Spur campus ahead of Hydro's opening. Both received a tour and the Governor stayed for an hour and a half and was able to see all three buildings.
- The First Gentleman visited Spur for an animal welfare symposium and toured the campus with Assistant Vice Chancellor Shimko.
- The CSU System was well-represented by Board members and staff at events throughout the National Western Stock Show, including Boots and Business, the Citizen of the West dinner, CSU Day at the Stock Show, the Denver/Mayor City Council Dinner, Livestock Leaders Reception, the Beef Club Dinner, the Junior Livestock Auction, **AND MORE.**

### State and National Partnerships

- The CSU System was represented at the *Global Trends in E-Learning Conference* held by CSU Global partner Saudi Electronic University. Dr. Becky Takeda-Tinker spoke on *Partnerships in E-Learning Environments*. In her virtual presentation as a representative for a U.S. land grant System, she discussed the key roles universities play in research and in providing an educated workforce to fuel continued economic growth – and how partnerships



through innovative models can fill that need. She cited examples found in Colorado, the U.S., and the CSU System institutions.

- The CSU System has partnered with the Arapahoe-Douglas County Small Business Development Center, the Colorado Office of Economic Development and International Trade, and Arapahoe Community College to bring the first Small Business Development Center to Douglas County at the Sturm Collaboration Campus in Castle Rock.
- CFO Sobanet was a panelist at the South Metro Denver Chamber Economic Forecast Breakfast on January 27<sup>th</sup>, where he shared the ROI of higher education and the importance of the CSU System's work as the state's land grant in helping to fuel industry and Colorado's continued economic prosperity through educated, qualified workers.
- The CSU System is continuing to hold meetings with other nationwide institutions to learn about their implementations, experiences, and advice regarding Smart/Digital City infrastructure. The CSU faculty and campus leadership whether this might benefit the campus, students, staff, faculty and the City of Fort Collins.
- Interim CAO Hentschell attended the National Association of System Heads "Superconvening" in Washington D.C., which was focused primarily on student success.
- Chancellor Frank was invited to discuss the characteristics of a university presidency that lead to lasting impactful change at a meeting of the Aspen Institute's American Talent Initiative in Washington DC.
- Chancellor Frank attended the steering committee meeting for the North American Agricultural Advisory Network in December.

### CSU Spur

- The Hydro building officially opened January 6<sup>th</sup>, with more than 550 people in attendance. In addition to the Governor and Secretary Vilsack, speakers included Tony Frank, John Gritts from the Cherokee Nation, Mayor Michael B. Hancock, and Jim Lochhead, CEO/Manager of Denver Water.
- Denver Water is moving into its new facilities at Hydro and will open its lab in the spring.
- Western Daughters Kitchen opened along with the Hydro building, with several media outlets covering their expansion.
- External partners and tenants Water Education Colorado, the Rocky Mountain Chapter of the American Water Works Association, Together We Grow, College Track, and the internal Salazar Center for North American Conservation are moving into The Shop and Hydro in the coming weeks.
- The Institute for Entrepreneurship has hired a Director of Community Engagement and Innovation, Brian Elizardi, based at Spur.
- CSU Day at the Stock Show drew more than 1,800 visitors to Spur and included educational and campus informational activities throughout the day, as well as a lunch for the Board of Governors.
- Chancellor Frank and System leaders hosted the Colorado Business Roundtable at Spur in January.





## OFFICE OF THE CHANCELLOR

- Multiple events were held at CSU Spur during Stock Show, including the CSU Alumni Association Breakfast, the International Livestock Forum tours and reception, the Beef Club Dinner, and a Temple Grandin book signing.
- CSU Spur saw more than 1,000 school kids visit during Stock Show
- Media hits on the first week of CSU Spur's opening included 48 media mentions, reaching 238 million potential readers, and \$448,000 in advertising equivalency.
- Spur advertising is live at the airport, billboards throughout town, and was visible throughout the 2023 National Western Stock Show.
- Follow @CSUSpur for the latest updates; [click here for links to all social accounts](#).

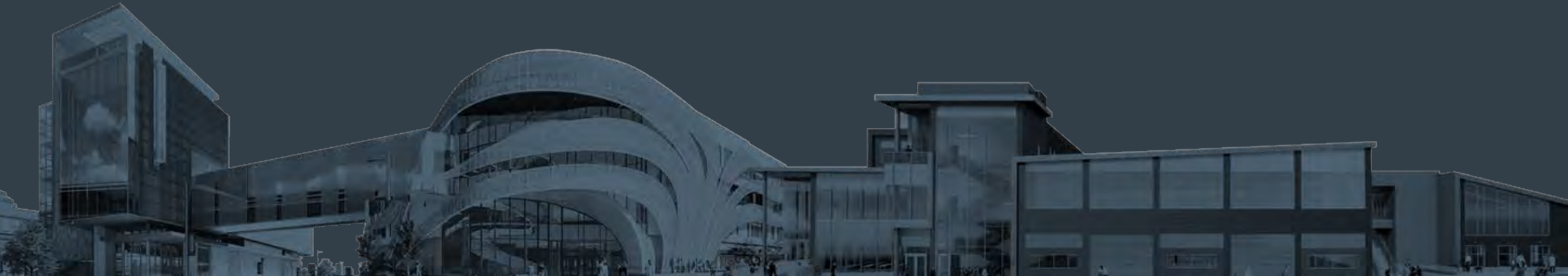




# CSU SPUR

BOARD OF GOVERNORS

February 2023









# General Update

- Highlights:
  - Successful 2023 Stock Show!
- What's coming:
  - Strategic Planning for remainder of FY23
  - Arts programming
  - Filling remainder of Spur admin and education positions





# Education Highlights

- Highlights:
  - Estimate **2000** PreK-12 students, teachers and chaperones during Stock Show from **13** different counties in Colorado and Kansas
  - Launched 12 new exhibits in Hydro and the Ute Knowledge traveling exhibit
  - Growing 14 trout to be released into the South Platte River
  - Offered over 100 timed demonstrations
- What's coming:
  - Focus on School Programs on-site and off-site
  - The spring field trip schedule is almost full!
  - Evaluation of programs and experiences





# Events Highlights

- Stock Show Highlights:
  - 15 events,
  - 848 guests,
  - Examples:
    - CSU Alumni Breakfast
    - Beef Club Dinner
    - Exceptional Rodeo
    - Temple Grandin Book Signing
- What's coming:
  - February Snapshot:
    - Bureau of Animal Protection Conference
    - Accenture Day of Developing
    - Green & Gold Foundation
    - Denver Block Chain Conference
  - And 159 current requests already for 2023!





# Anchor Institution & Community Engagement

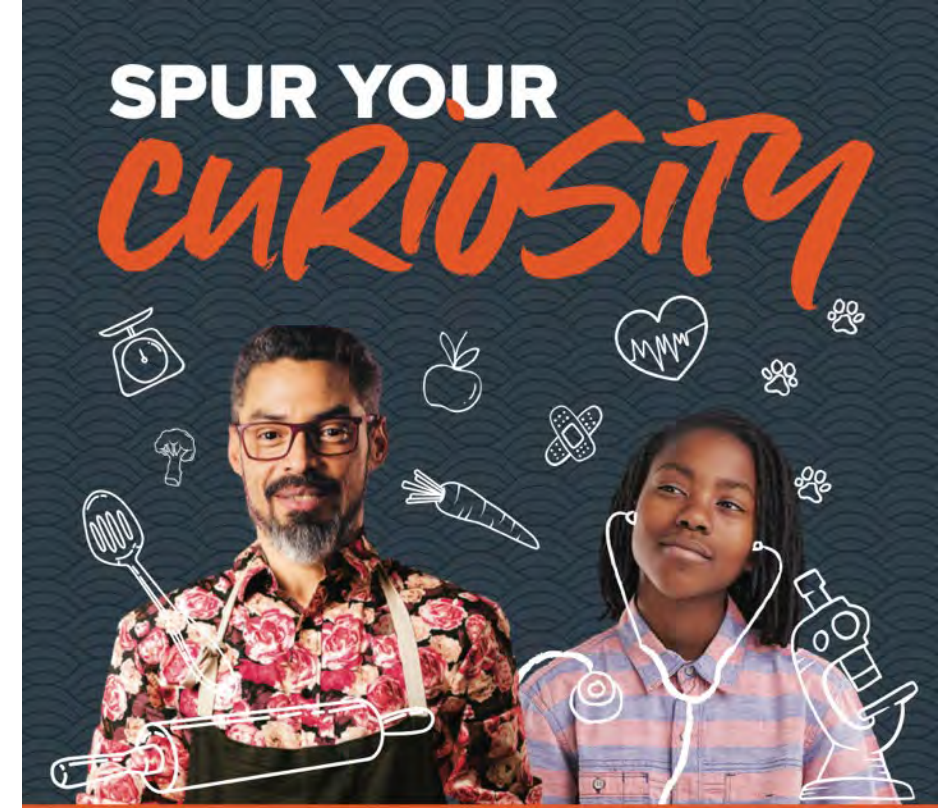
- Highlights:
  - 1,000+ lbs of produce distributed via GrowHaus food boxes in 2022!
  - December's 2nd Saturday was the most attended 2nd Saturday of the year
  - Collaborated with local vendors and partners to host events and programming during Stock Show
- What's next:
  - 2nd Saturdays in 2023
  - Growing community partnerships
  - Spring outreach at events such as March Powwow
  - Continued work on family-oriented college app and financial aid classes





# Communications for CSU Spur

- Highlights, by January 17:
  - 55+ stories and earned media hits about Spur
  - Advertising campaign citywide at airport, Denver billboards, and Stock Show
  - Permanent signage installed in all buildings
  - Social media organically gained 487 new followers and made 178.6k impressions
  - Video team produced four videos in January
- What's next:
  - Refinement of collateral materials developed over the course of the past year
  - Re-energized push for visitors and school groups
  - New video hire for CSU System, additional video strategy to come.



## Just a 5-minute walk from the Stock Show

CSU Spur is for you! All year, CSU Spur is open and free to the public, and a place where kids and adults alike can explore and learn about food, water, and health!

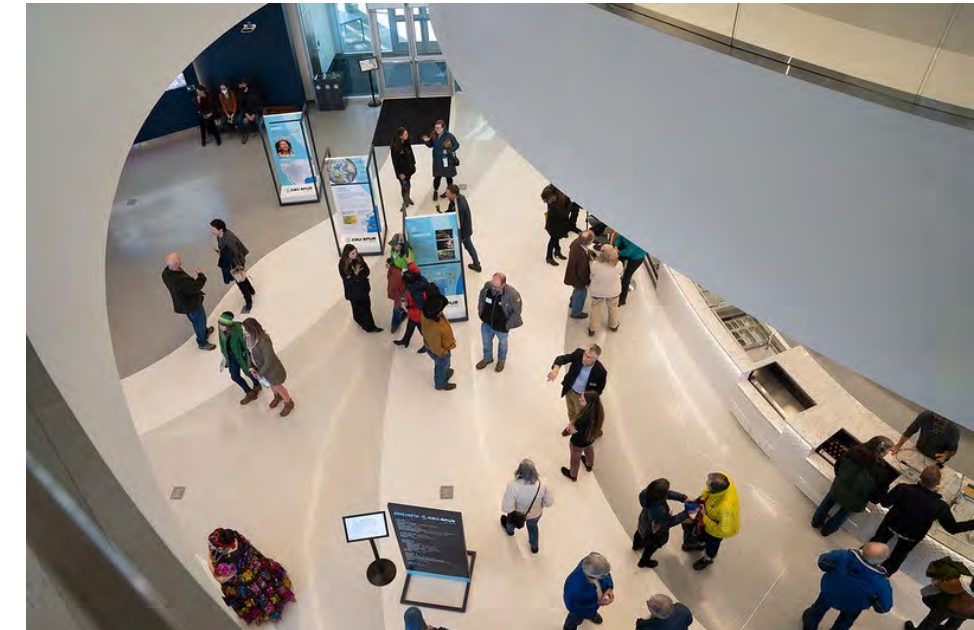
**It's free.  
Come visit.**





# CSU Spur Programs

- Highlights:
  - Hydro's programs and partners move in
  - Degree and certificate programs at Spur include:
    - Masters in Social Work
    - Construction Management
    - Agribusiness and Food Innovation Management
    - Organizational Learning Performance Management and Change
- What's next:
  - Launching additional water-related and outdoor programs at Hydro
  - Launching additional health-related programs
  - Arts programming
  - Summer camps





Questions?



**SPUR**

SONOMA STATE UNIVERSITY SYSTEM





DISRUPTION  
ADVISORS

# CSU System Strategic Overview





# CSU System Overview

## MISSION

**Support, enhance, and protect** the unique missions of its constituent institutions and to **encourage collaboration** that benefits students and Colorado.

## VISION

**Create the financial sustainability** to fulfill its mission, while expanding its statewide presence and **creating opportunities for building a stronger future for Colorado.**

## STRATEGIC PRIORITIES

### Student Success

- Whole person approach
- Life skills & mental health
- K-12

### Campus Collaboration

- Resource sharing
- Collective efforts & alignment

### Innovation

- Experimentation
- Educational offerings

### Land Grant Institution

#### Access & Affordability

- Low cost options
- Outreach

- Rural development
- Environmental sustainability

#### Agriculture

- Advancements
- Research

## VALUES

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**.

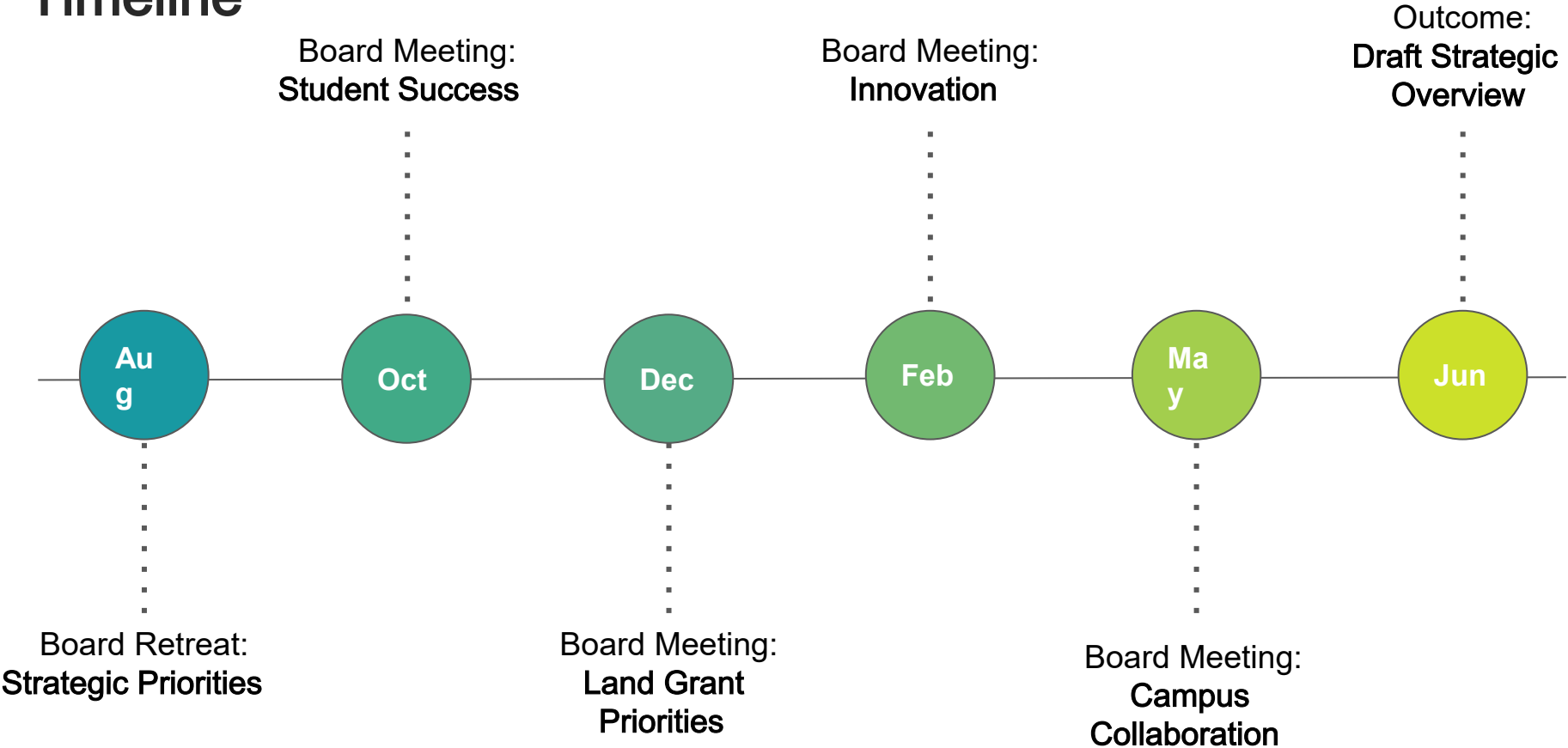
A commitment to **open communication**, **ethical conduct**, and full **accountability**.

A loyalty to the **mission**, with a specific emphasis on **meeting student needs**.

An appreciation for **diversity** and **inclusiveness**.



# Timeline





# Discussion Plan

Month	Event	Discussion
Aug	Board Retreat	<b>Strategic Priorities</b> Brainstorm and select strategic priorities for the CSU System
Oct	Board Meeting	<b>Student Success</b> Discuss 5 year goals and CSU System and campus activities to reach those goals. K-12 will be included in this conversation.
Dec	Board Meeting	<b>Land Grant Priorities: Access &amp; Affordability and Agriculture</b> Discuss 5 year goals and CSU System and campus activities to reach those goals. Rural development and environmental sustainability will be included in this conversation.
Feb	Board Meeting	<b>Innovation</b> Discuss how innovation can play a role in student success and land grant priorities, as well as additional endeavors. Discuss 5 year goals and CSU System and campus activities to reach those goals.
May	Board Meeting	<b>Campus Collaboration</b> Discuss how collaboration across campuses and the system will need to occur to achieve the goals set forth. Discuss 5 year goals for collaboration and CSU System and campus activities to reach those goals.
Jun		<b>Draft of Strategic Overview Completed</b>



# Section 4

## *Audit and Finance Committee*



**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
AUDIT and FINANCE COMMITTEE MEETING AGENDA  
February 2023**

**Audit**

1. Presentation by Clifton Larson Allen – FY22 Audit Results
2. Internal Auditing Dashboard and Status of FY 2022-2023 Audit Plan
3. Review of Audit Reports Issued
4. Past Due Audit Recommendations

**Finance**

5. State Budget Update
6. FY 2023 2nd Quarter Financial Statements
7. Campus Budget Updates
8. CSU Graduate Compensation Proposal
9. System Treasury Update





*We'll get you there.*

# Colorado State University System

Fiscal Year 2022 Financial Statement and Compliance Audit, Federal Compliance, and  
NCAA Agreed Upon Procedures Exit Conference

CPAs | CONSULTANTS | WEALTH ADVISORS

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# Agenda

Scope of the Audit

Responsibilities under Generally Accepted Auditing Standards

Presentation of Financial and Compliance Report

Findings and Recommendations

Questions





# Scope of the Audit - 2022

## Financial Statement Audit

- Colorado State University - System
- Colorado State University – Global Campus

## Federal Compliance (Single Audit)

- Research and Development Cluster
- Student Financial Aid Cluster
- Education Stabilization Fund (HEERF)
- Basic and Applied Scientific Research
- Conservation and Rehab of Natural Resources on Military Installations

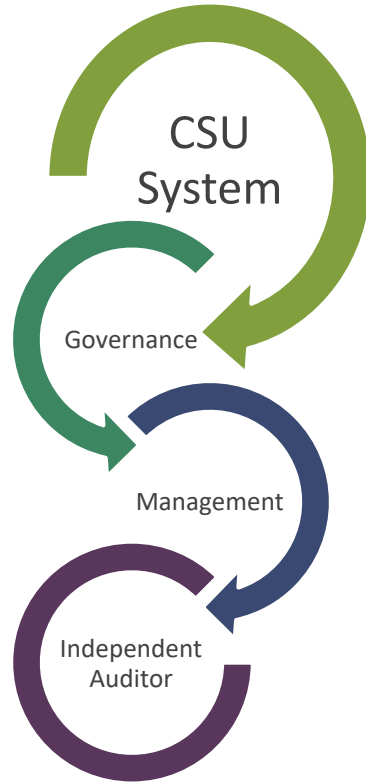
## Other

- State – Funded Student Financial Aid
- NCAA Agreed Upon Procedures – Fort Collins
- NCAA Agreed Upon Procedures – Pueblo (required every three years)





# Responsibilities under Generally Accepted Auditing Standards (GAAS)



## Governance

Strategic Direction

Accountability and Oversight

Risk Input

## Management

Internal Controls

Accounting Policies

Management Decisions

Fair Presentation of Financial Statements

Programs to Prevent and Detect Fraud

## Independent Auditor

Opinion on Fair Presentation of Financial Statements

Audit in Accordance with GAAS and GAGAS

Reasonable, not Absolute Assurance

Understanding of Internal Controls

Risk Based Audit Approach





# Presentation of the Financial and Compliance Report

Findings and  
Recommendations

Financial  
Statements

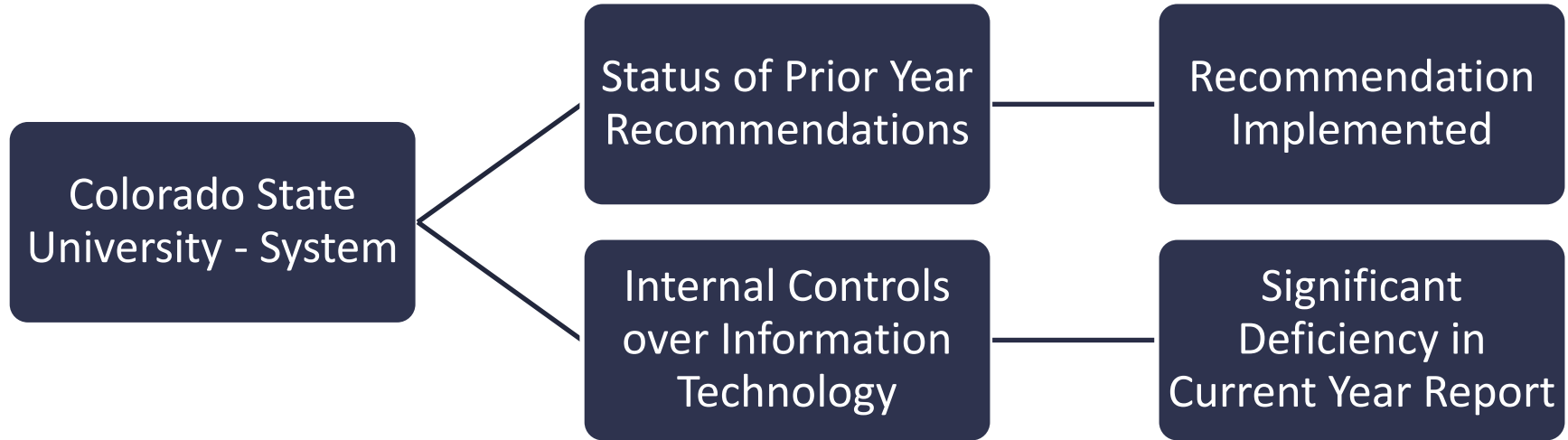
Report on Internal  
Control over  
Financial Reporting  
and Compliance

Required  
Communications  
Letter to the  
Legislative Audit  
Committee and  
Board of Governors



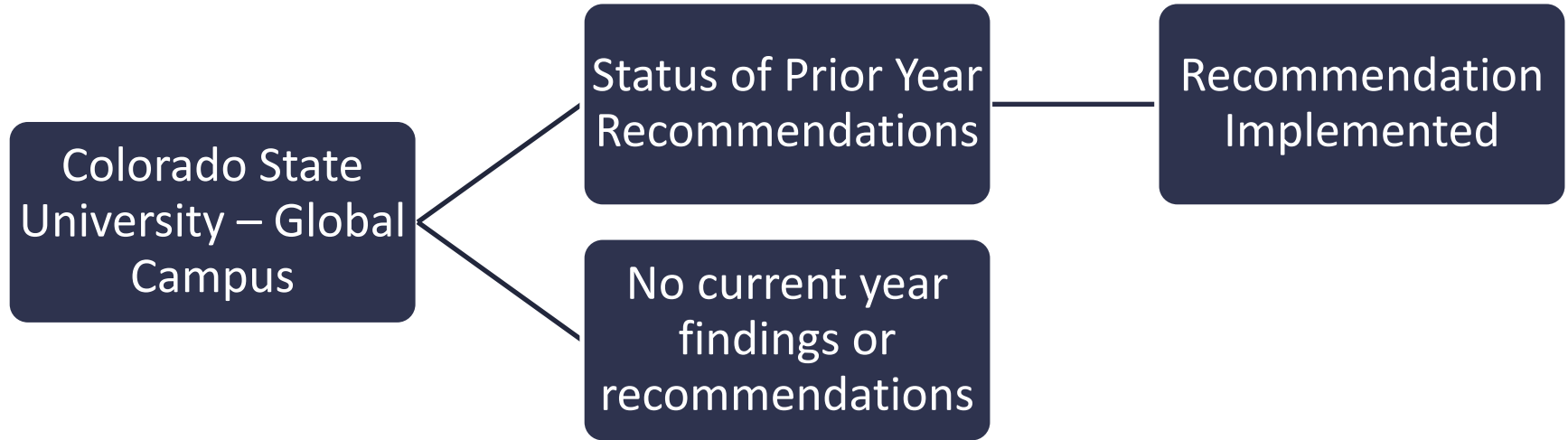


# Findings and Recommendations



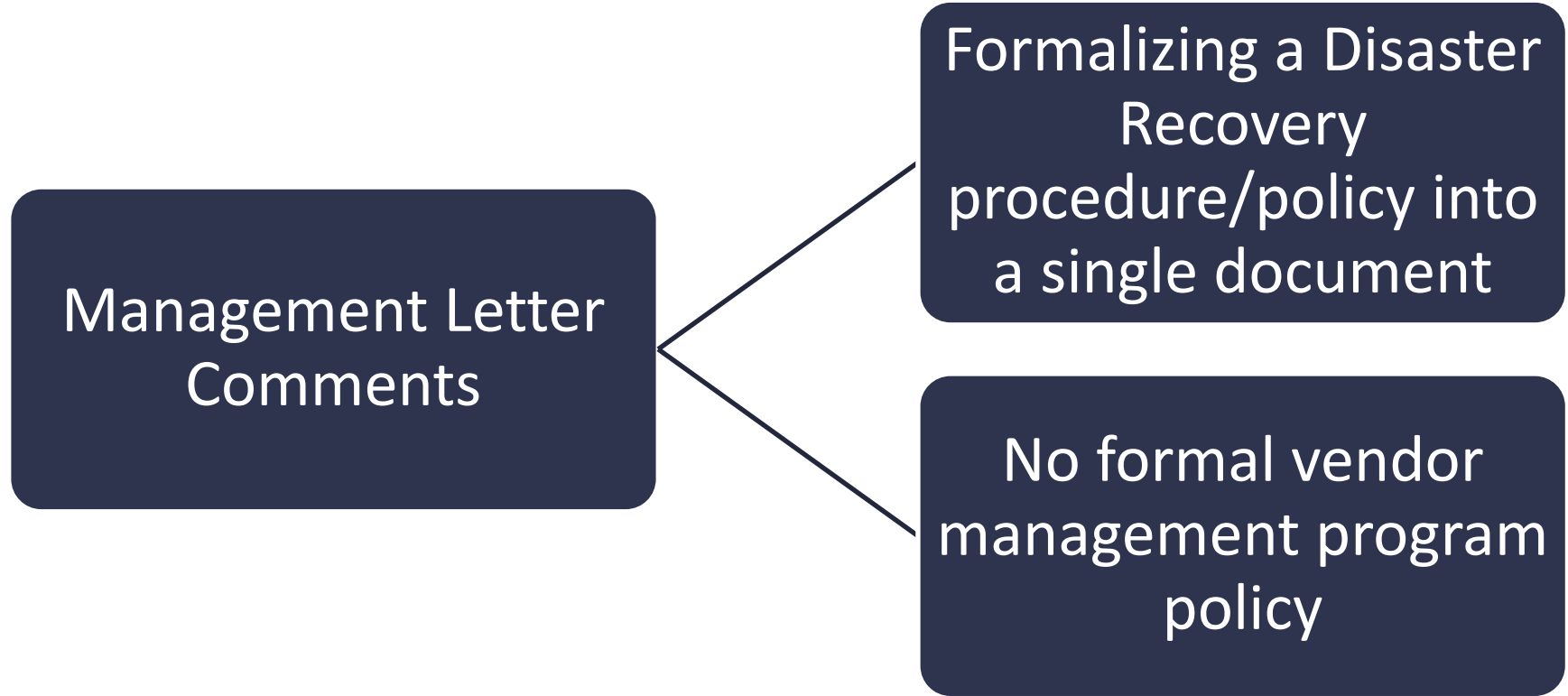


# Findings and Recommendations – Continued



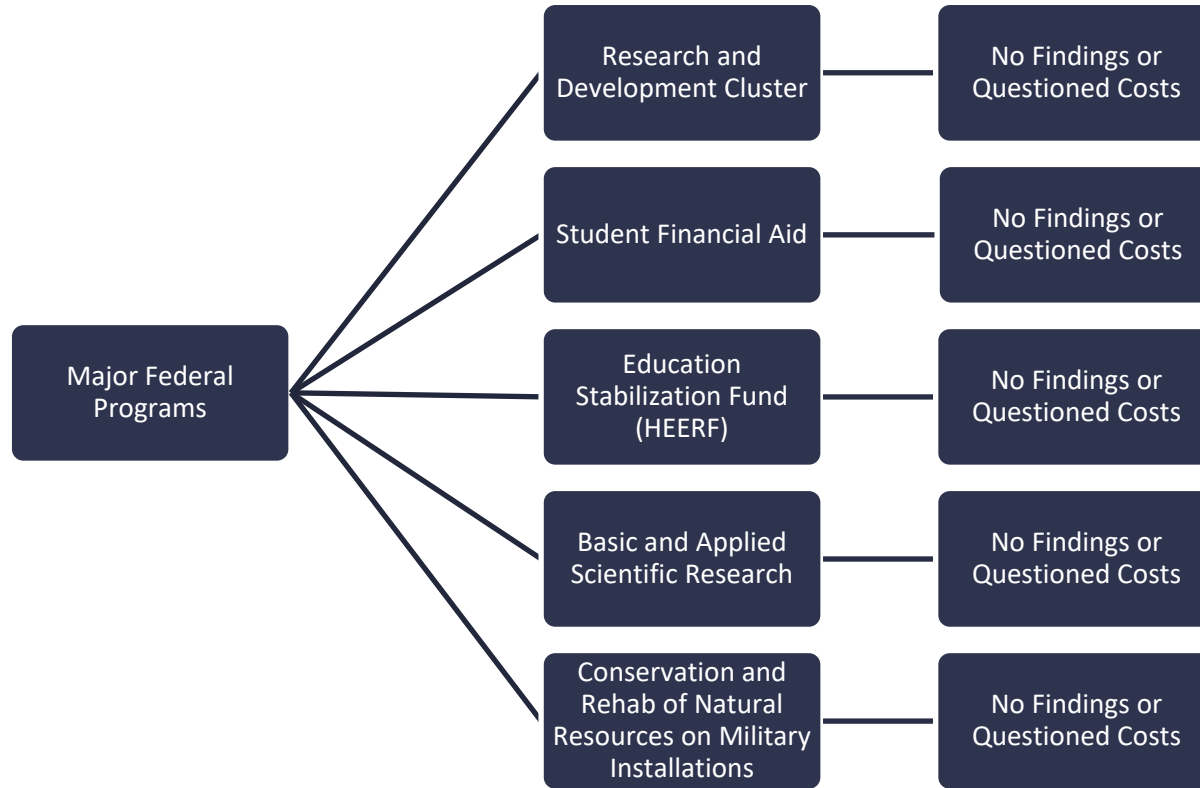


# Findings and Recommendations – Continued





# Compliance Audit Results





# Financial Statements

Opinion – Unmodified

Statements of Net Position

Statements of Revenues, Expenses and Changes in Net Position

Statements of Cash Flows

Notes to the Financial Statements

Required Supplementary Information





# Required Communications Letter to LAC and Board of Governors

## Qualitative Aspects of Accounting Practices

- Implementation of GASB 87 Leases
- Accounting Estimates - reasonable
- Financial Disclosures – Neutral, Consistent and Clear

## Difficulties Encountered in Performing the Audit

- None



# Required Communications Letter - Continued

## Uncorrected Misstatements

- None Noted

## Corrected Misstatements

- None Noted

## Disagreements with Management

## Management Representations





# Required Communications Letter - Continued

## Significant Issues Discussed with Management Prior to Engagement

- None outside of normal communications

## Other Audit Findings or Issues

- Internal Control over Information Technology





# Thank You!

- Thank you to everyone at the three campuses for your timeliness of returning requests, answering questions and professionalism displayed throughout the engagement.





# Questions?





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Principal

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Bryan Heasty, CPA

Manager

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# Internal Audit





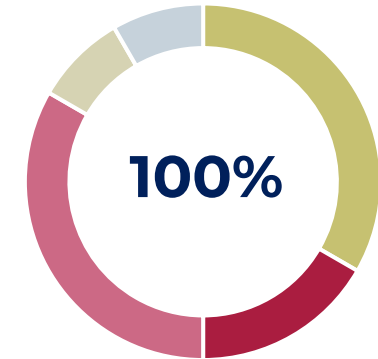
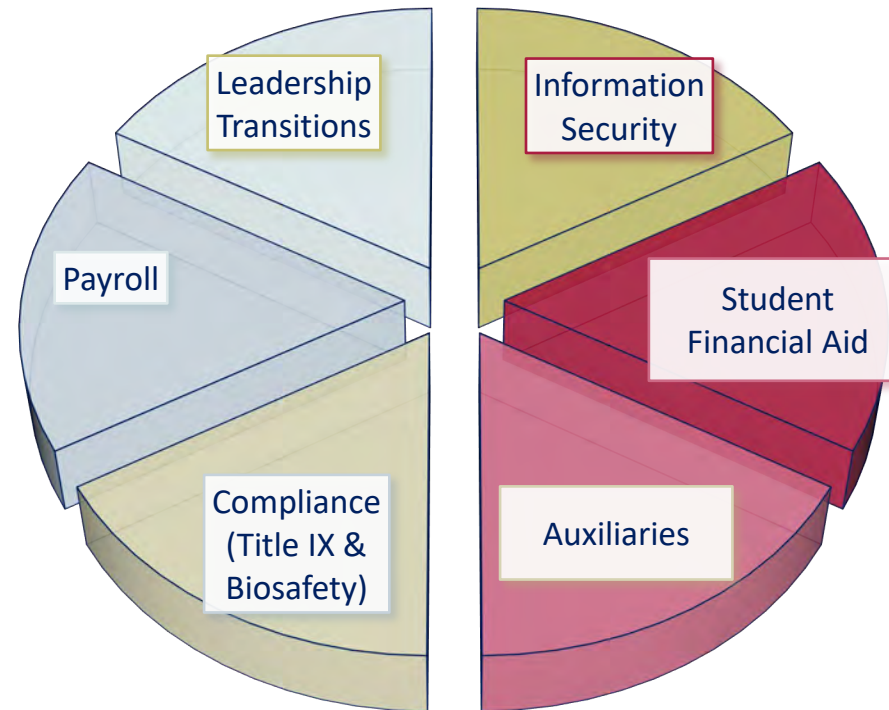


## FY23 Dashboard:

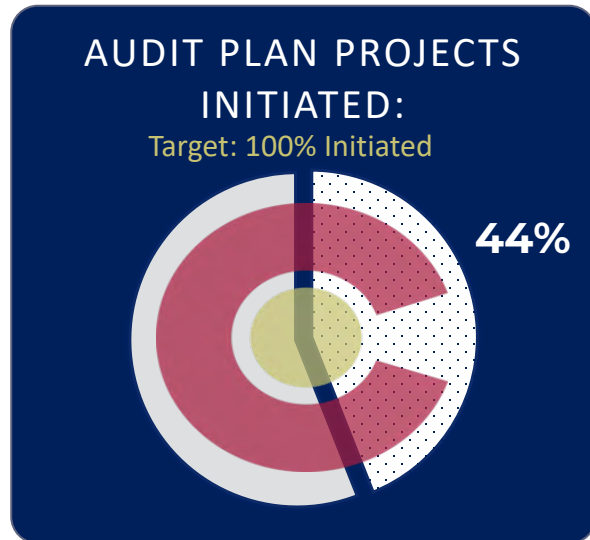
Staff Certifications  
within four years of hire:



### KEY RISK AREAS



■ CIA ■ CPA ■ CFE ■ CISSP ■ CISA







## STATUS OF FISCAL YEAR 2023 AUDIT PLAN

Reports Issued		
Institution	Audit Area	Status
CSU	IT Vendor Management Audit	Report 22-13
CSU	Conflict of Interest Audit	Report 22-14
CSU	Attorney Client Privileged Student Accessibility Audit	Report 22-15
CSU	Athletics Compliance Audit	Report 23-01
CSU	Facilities Management Recharge Accounts Audit	Report 23-02
CSUG	Attorney Client Privileged Student Accessibility Audit	Report 23-03
CSUP	Covid Relief Funds Audit	Report 23-04
CSUP	Summer Camps Special Project	Report 23-05
CSUP	Sustainability of High-Risk Recommendations Audit	Report 23-06

Audits in Progress							
Institution	Audit Area	Timeline					
		Jan	Feb	Mar	Apr	May	Jun
CSUG	Student Financial Aid Audit						
CSUP	Institute for Cannabis Research Audit						
CSU	Office of Inclusive Excellence Audit						
CSU	VPUO/CFO Transition Audit						
CSU	Cybersecurity Risk Management Consultation						
CSUS IA	IIA Quality Assessment Review						
All	Hotline Investigations/Special Projects	Ongoing					
CSU	Continuous Auditing – Ongoing Evaluation	Ongoing					
All	Management Requests/Informal Consultation	2 internal controls trainings delivered					
All	Audit Follow-up	Ongoing					

Remaining Audits							
Institution	Audit Area	Timeline					
		Jan	Feb	Mar	Apr	May	Jun
CSUP	Athletics Audit						
CSUP	Auxiliary Services Audit						
ALL	Annual Risk Assessment						
CSU	Student Athlete Financial Aid Audit						
CSUG	Payroll Audit						
CSU	Institutional Biosafety Audit						
CSU	Housing Management System Consultation						
CSUP	Title IX Office Transition Audit	On hold due to changes in regs & operations					
CSU	Clery Compliance Audit	Propose removing from audit plan - other coverage					



Timeline Adjusted Due to Special Project



Planning



Fieldwork



Reporting





## Sustainability of High-Risk Recommendations Audit – Colorado State University Pueblo

## EXECUTIVE SUMMARY

January 19, 2023

**Background Information**

Over the years, Internal Auditing has made many recommendations to help CSU Pueblo reduce risk, improve operations, and add value to the University. CSU Pueblo implemented corrective actions to address the recommendations, but the internal control improvements do not always continue in practice long-term. Due to this risk, and at the request of the CSU Pueblo President, Internal Auditing included an audit on this year's Internal Auditing Plan to determine if internal controls recommended in prior audits had been sustained over time. Internal Auditing defines high risk recommendations as "High likelihood and/or considerable negative impact to institutional or unit goals and objectives. Timely action should be taken."

**Scope and Objectives**

The Sustainability of High-Risk Recommendations Audit focused on select high-risk recommendations from five prior audit reports where the recommendation was identified as high-risk and where enough time had passed since issuance of the report to evaluate whether the internal control improvements had been sustained over time. The objective of the audit was to determine if controls implemented by CSU Pueblo in response to high-risk recommendations from prior audits are still in place or are being addressed by other means to mitigate risk to an acceptable level. The audits reviewed are listed below.

1. Audit Report No. *15-06 Tuition Revenue*
2. Audit Report No. *16-13 Residence Life and Housing*
3. Audit Report No. *20-10 Human Resources and Payroll*
4. Audit Report No. *17-10 Audit of Cashier Operations*
5. Audit Report No. *19-05 Capital Account Negative Cash Balances*

To accomplish these objectives, we reviewed policies and procedures, analyzed patterns, examined documentation, assessed internal controls, and performed other audit procedures we considered necessary. Our audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

We appreciate the cooperation and the availability of resources extended to us by management and staff during our review.

**Results and Conclusions**

For this project, we followed up on a total of 39 recommendations, and we found that

- 31 recommendations have been sustained over time.
- 8 recommendations have not been sustained over time.

In addition, we made 7 additional recommendations unrelated to recommendations in prior audits to address other risks that came to our attention during the audit. In most areas, most of the control



improvements made in audit recommendations have been sustained by management. All recommendations in the areas of Tuition Revenue and Residence Life and Housing have been continued. Most of the recommendations in Human Resources and Payroll, Cashier Operations, and Capital Account Negative Cash Balances have been continued with minor exceptions in all areas and notable exceptions in Payroll.

*Audit Report No. 20-10 Human Resources and Payroll*

1. The Senior Director of Human Resources and Institutional Equity (HRIE) should develop a documented policy or procedure to ensure all employees complete their Conflict of Interest disclosure. This is a repeat issue.
2. The Senior Director of Human Resources and Institutional Equity should implement a documented procedure to ensure that all required hiring documents are completed prior to the start of employment, including for remote employees. Additionally, the Vice President for Enrollment Management and Extended Studies should ensure that there is a procedure in place for all student employees completing their Form I-9 documentation upon hire or develop one if there is not one in place.
3. The Senior Director of Human Resources and Institutional Equity should modify the supplemental pay approval process so that a Human Resources employee reviews all supplemental pay requests before the President reviews it to ensure it complies with university policy. If the supplemental pay would violate policy, the Human Resources employee should inform the President's Office so that the supplemental pay request can either be rejected, or the President can acknowledge that the approval represents an exception to the policy. This is a repeat issue.

4. The Senior Director of Human Resources and Institutional Equity should regularly review the AIS change report to ensure that no inappropriate changes to AIS are made. Additionally, this should be included on their list of quarterly duties, so if there is future turnover, it is still completed. This is a repeat issue.
5. The Vice President for Enrollment Management and Extended Studies should explore additional options, outside of training, to ensure compliance with relevant laws, relating to international student employment. Additionally, CSU Pueblo's Designated School Official should consult with the Office of General Counsel to determine if F-1 Visa violations need to be reported and report them if necessary. This is a repeat issue.
6. The Vice President for Enrollment Management and Extended Studies, with the President of CSU Pueblo, should review the 20 hours per week metric for student success. If this metric is still consistent with CSU Pueblo's goals, the Vice President for Enrollment Management and Extended Studies should implement more effective procedures to ensure students do not work more than 20 hours in a week. This is a repeat issue.
7. The CFO/Controller or designee should review the current overtime payment process to improve accuracy of payments. Additionally, the CFO/Controller should review if instances of unpaid overtime to ensure the students employees are eligible for overtime pay. If they are, the CFO/Controller should work with Payroll to pay those employees the overtime for which they are eligible.
8. The Manager of System and Network Services should ensure backups are completed successfully and monitored for failure. This is a repeat issue.





*Audit Report No. 17-10 Audit of Cashier Operations*

9. The CFO/Controller should consider updating its procedures so deposits are completed within one business day of receipt unless further research is needed, in which case deposits should be completed within five business days. Additionally, the CFO/Controller should implement a procedure to review/reconcile the clearing account at least once a month.
10. The CFO/Controller, or a delegate, should reconcile the Student Success Loan Fund account and work with the President to reassign the funds prior to closing the account.
11. The CFO/Controller should implement a procedure/policy at the University level for closing out inactive accounts.
12. The CFO/Controller should work with the Senior Director of Human Resources and Institutional Equity and the Operations Specialist for Student Financial Services to perform background checks on all employees that handle cash, including student workers. This is a repeat issue. Additionally, the President of CSU Pueblo should develop a background check policy which, at a minimum, requires that all employees handling cash receive a background check.
13. The CFO/Controller should implement a procedure where the Cashier's Office includes the cash/check log with the Cash Management Document.

*Audit Report No. 19-05 Capital Account Negative Cash Balances*

14. The Purchasing Director should review all construction accounts quarterly for activity and collaborate with Facilities to verify completion. The Purchasing Director should then create a termination form for all accounts completed but not closed and provide that form to Business and Financial Services to close out

the accounts in KFS. Additionally, the CFO/Controller should consider setting an expiration date when construction accounts are established, which would close the account on the expiration date unless it is extended. This is a repeat issue.

15. The CFO/Controller should implement a procedure to periodically ensure departments are completing account reconciliations.

We have discussed all findings and recommendations with management and are satisfied that completion of the proposed actions will mitigate the issues noted.

Detailed results may be found in Audit Report 23-06 issued the same date as this Executive Summary.

We appreciate the cooperation extended to us by management and staff during the course of our review.

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Susy Serrano – Director, Internal Auditing





## ALL OVERDUE RECOMMENDATIONS

Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
22-15	ATTORNEY CLIENT PRIVILEGED CSU Student Accessibility Audit	CSU	2	Privileged Communication	Privileged Communication	12/1/2022	5/31/2023
22-15	ATTORNEY CLIENT PRIVILEGED CSU Student Accessibility Audit	CSU	1	Privileged Communication	Privileged Communication	12/1/2022	5/31/2023
22-15	ATTORNEY CLIENT PRIVILEGED CSU Student Accessibility Audit	CSU	3	Privileged Communication	Privileged Communication	12/1/2022	5/31/2023
22-13	CSU IT Vendor Management Audit	CSU	4	The Associate Director for Procurement Services should integrate training of the existing Information Security Policy into Procurement Card training.	Agree. Procurement Services will work with VP IT to integrate training of the existing Information Security Policy into Procurement Card training.	9/30/2022	6/30/2023
22-13	CSU IT Vendor Management Audit	CSU	3	The Division of IT Vice President of Information Technology should develop an interim policy or update the existing IT Security Policy to address the risk of acquisitions of applications that are not in compliance with IT Security policy (e.g., purchases	Agree. The VP IT will charge the Chief Information Security Officer with updating the existing IT Security policy and developing a communication plan to ensure compliance at the start of Fiscal Year 2023.	7/31/2022	01/31/2023
21-16	Institutional Research Audit	CSU P	02	The Information Security Manager at CSU-Pueblo should adopt a data security policy.	Agree. Though it is agreed that there is a need for a data security policy, discussions have begun regarding efforts to establish a data security policy that will cover all CSU System member institutions...	10/31/2021	3/31/2023





Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
21-11	Controlled Unclassified Information Audit	CSU	06	Once CUI roles and responsibilities have been defined by the newly charged committee, the assigned party, in collaboration with Business and Financial Services, should identify CMMC reimbursable costs; determine procedures that...	Agree. The office, individual, or working group identified by the committee mentioned above (Recommendation 1) will work with the appropriate individuals and units to identify and develop a plan for the recovery of CMMC costs, and will ...	12/31/2021	05/31/2023
21-11	Controlled Unclassified Information Audit	CSU	04	The Vice President for Research should ensure that procedures are established so that research projects with CUI requirements and the required CMMC level can be reported at any point in time.	Agree. OSP will create a manual inventory of projects with CUI and CMMC requirements initially. Simultaneously, OSP and Research Services will work together to explore the implementation of adjustments to our Quali systems to ...	12/31/2021	12/31/2023
21-10	Supplemental Pay Audit	CSU	07	The Executive Director of HR should explore options for improving the efficiencies of the supplemental pay process in the short-term and automating the supplemental pay process in the long-term. An automated...	Interim actions to improve the online process flow tool will be explored with the CSU IT team with the intention of improving the existing format and enhancing visibility by providing access to more detailed information...	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	01	The Provost should update policies, procedures, and manuals to include documentation of the basis for the pay amount (e.g. market, tradition, etc.).	Agree. The Provost or her designee will seek out all locations of policies, procedures, and manuals and update to include the basis for the supplemental pay amount.	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	02	The Provost should clarify and enforce the definition of "incidental activity" and require justifications for activities that go beyond incidental within University policies, procedures, and manuals related to supplemental pay.	Agree. The Provost or her designee will seek to identify a "best practices" definition of incidental activity relative to supplemental pay and include that in policies, procedures, and manuals...	12/31/2021	6/30/2023





Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
21-10	Supplemental Pay Audit	CSU	03	The Provost should include the maximum supplemental pay amounts in relevant University policies and manuals.	Agree. The Provost or her designee will seek out all locations of policies, procedures and manuals and update to include the maximum supplemental pay amounts.	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	04	The Provost should update the supplemental pay authorization form to include a supervisory attestation statement that the activity is above and beyond the employee's position description.	Agree. The Provost or her designee will work with IS to include a supervisory attestation statement that the activity is above and beyond the employee's position description to the Supplemental Pay Form.	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	06	The Provost should require additional justification for any activities which may not be eligible for supplemental pay, including committee activities.	Agree. Conversations need to be had regarding committee work, particularly with Faculty Council and a consistent policy established for what committee work is considered part of the faculty member's service...	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	05	The Provost should either enforce the prior approval rule and ensure that exceptions are well documented or remove it from the policy.	Agree. Given our current climate, individuals are asked to pivot on short notice. We are also aware of several instances where individuals are asked to pick up added responsibilities when an employee leaves on short notice...	12/31/2021	6/30/2023
21-08	Military and Veterans Success Center Special Project	CSU P	01	The Executive Director of Information Technology Services should consider implementing a system where logs are generated if the data meets defined parameters, such as when large amounts of data are deleted.	Agree. The network file servers that house the shared departmental data (I:drive) need to be updated in order to facilitate the logging functionality suggested in the recommendation...	5/31/2021	4/1/2023





Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
20-21	Office of Research and Sponsored Program	CSU P	12	The Director of OSP and the Controller should work with Human Resources to identify a method to better address research-related conflicts of interest.	Agree. CSU-Pueblo will continue to abide by the current COI reporting and disclosure process (managed by Human Resources) while they continue to evaluate the impact and resource need to implement the Kuali COI module annually.	12/31/2022	12/31/2023
20-21	Office of Research and Sponsored Program	CSU P	05	The Director of OSP and the Controller should work with the needed parties to develop University-wide policies related to institutional base salary.	Agree. CSU-Pueblo will proceed with the development of University-wide policies related to institutional base salary.	6/30/2021	07/01/2023
20-10	Human Resources and Payroll	CSU P	04	The CSU-Pueblo President should work with the CSU System to determine if it would be possible and beneficial for CSU-Pueblo to migrate to Oracle as a Human Resources Information System.	Agree. CSU-Pueblo is aware that internal control weaknesses exist with AIS. CSU-Pueblo leadership has collaborated with the CSU System Chief Information Officer to assess alternatives to AIS...	3/31/2022	07/01/2024



# Finance Committee





# State Budget Update





# FY23 Q2 Financial Statements





Colorado State University System  
Financial Statement Highlights  
FY 22-23, 2<sup>nd</sup> Quarter

**BACKGROUND:**

Statements Included:

1. CSU System, **GAAP Financial Statements**, Statement of Revenues, Expenses and Changes in Net Position
2. CSU System, **Excluding Pension/OPEB Adjustment**, Statement of Revenues, Expenses and Changes in Net Position
3. **CSU**, Excluding Pension/OPEB Adjustment, Statement of Revenues, Expenses and Changes in Net Position
4. **CSU Board of Governors**, Excluding Pension/OPEB Adjustment, Statement of Revenues, Expenses and Changes in Net Position
5. **CSU Global**, Excluding Pension/OPEB Adjustment, Statement of Revenues, Expenses and Changes in Net Position
6. **CSU Pueblo**, Excluding Pension/OPEB Adjustment, Statement of Revenues, Expenses and Changes in Net Position

Data included within each Statement:

1. Actual result of operations for prior two (2) fiscal years,
2. Current Fiscal Year Original Budget,
3. Current Fiscal Year YTD Budget for Quarter
4. Current Fiscal Year TTD Actual for Quarter
5. Dollar (\$) and Percent (%) Variances

**HIGHLIGHTS – Notable Variances – Quarter TD Budget vs Actual:**

CSU System, **Excluding Pension/OPEB Adjustment**, Statement of Revenues, Expenses and Changes in Net Position

- Federal Cares Act resources are recorded in Federal nonoperating grants and contracts.
- Added new lines under **Other revenues (expenses)** to track utilization of the scoop and toss financing resources.

**CSU**, Excluding Pension/OPEB Adjustment, Statement of Revenues, Expenses and Changes in Net Position

- Student Tuition and Fees of \$259.6 million in Q2 of FY23 is a \$19.6 million increase over the same quarter in FY22, primarily related to increases in undergraduate tuition revenue
- Grants and Contracts increased \$12.0 million over the same quarter last year due to \$11.3 million in additional revenue related to Federal Grants and Contracts, despite a decrease in Federal Appropriations of \$1.8 million related to the Experiment Station Hatch
- Unrealized Gain (Loss) on Investments for Q2 is \$7.8 million due to favorable market conditions, which have improved since Q1



**CSU Global**, Excluding Pension/OPEB Adjustment, Statement of Revenues, Expenses and Changes in Net Position

- Operating revenues in Q2 were \$36.4 million versus budgeted revenues of \$39.5 million due to lower than budgeted enrollment
- Operating expenses in Q2 were \$34.4 million versus budgeted revenues of \$35.6 million due, primarily, to later than budgeted advertising expenses
- As a result, Q2 operating income was \$2.0 million compared with budgeted operating income of \$3.9 million

**CSU Pueblo**, Excluding Pension/OPEB Adjustment, Statement of Revenues, Expenses and Changes in Net Position

- First time, full-time freshmen enrollment target was exceeded for the first time in four years, with a total of 656 new freshman students, which was an 8% increase from fall 2021
- New transfer student enrollment exceeded the enrollment target with a total of 370 students
- Fall resident instruction tuition revenue is tracking -3.0%, therefore monitoring of revenues and expenses will continue throughout the year and additional reductions in spending may be necessary



Colorado State University System							
GAAP Financial Statements							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q2	FY 2023 Q2	\$ Variance	% Variance
<b>Operating revenues</b>							
Student tuition and fees	\$ 553,356,774	585,894,446	618,306,840	305,588,806	304,293,208	(1,295,598)	-0.4%
State fee for service revenue	52,661,450	140,151,805	151,439,587	75,893,643	75,931,284	37,641	-
Grants and contracts	370,494,252	403,795,778	418,271,929	191,502,885	194,158,295	2,655,409	1.4%
Sales and services of educational activities	45,722,872	51,763,053	54,321,752	24,387,429	24,197,430	(189,999)	-0.8%
Auxiliary enterprises	128,388,257	193,848,994	205,193,615	106,768,229	107,550,506	782,277	0.7%
Other operating revenue	13,295,496	15,197,988	15,650,922	8,309,069	8,401,408	92,340	1.1%
<b>Total operating revenues</b>	<b>1,163,919,100</b>	<b>1,390,652,064</b>	<b>1,463,184,646</b>	<b>712,450,062</b>	<b>714,532,131</b>	<b>2,082,069</b>	<b>0.3%</b>
<b>Operating expenses</b>							
Instruction	335,109,700	346,998,325	378,921,664	193,529,928	195,238,038	(1,708,110)	-0.9%
Research	204,435,877	227,999,338	250,305,210	118,401,599	119,778,045	(1,376,446)	-1.2%
Public service	142,824,985	156,240,928	170,040,929	82,088,417	81,208,723	879,694	1.1%
Academic support	101,288,042	111,613,108	129,025,827	66,218,195	66,418,696	(200,501)	-0.3%
Student services	60,004,718	64,400,059	75,548,265	36,176,073	34,383,630	1,792,443	5.0%
Institutional support	76,941,557	89,365,277	103,003,581	59,417,515	59,826,118	(408,602)	-0.7%
Operation and maintenance of plant	63,446,029	84,049,403	97,330,943	52,478,719	52,118,514	360,205	0.7%
Scholarships and fellowships	48,222,162	71,456,092	52,755,542	21,263,582	20,174,189	1,089,393	5.1%
Auxiliary enterprises	110,330,663	154,285,019	168,953,533	90,931,250	91,434,515	(503,265)	-0.6%
Depreciation	110,085,065	114,126,050	119,241,609	58,210,403	57,665,288	545,115	0.9%
<b>Total operating expenses</b>	<b>1,252,688,800</b>	<b>1,420,533,600</b>	<b>1,545,127,102</b>	<b>778,715,681</b>	<b>778,245,755</b>	<b>469,926</b>	<b>0.1%</b>
Operating Income (Loss)	(88,769,699)	(29,881,535)	(81,942,457)	(66,265,619)	(63,713,624)	2,551,996	-3.9%
<b>Non-operating revenues (expenses)</b>							
State appropriations	2,940,364	10,798,364	19,595,047	16,850,000	16,850,000	-	-
Gifts	51,810,390	59,994,699	65,346,204	31,359,000	31,489,573	130,573	0.4%
Investment income	10,326,918	7,870,449	7,800,000	8,283,251	7,925,207	(358,044)	-4.3%
Unrealized gain (loss) on investments	58,526,642	(85,640,664)	(50,000,000)	10,802,153	10,802,012	(141)	0.0%
Interest expense on capital debt	(37,624,158)	(45,509,379)	(52,687,059)	(26,291,941)	(26,281,270)	10,671	-
Federal nonoperating grants and contracts	158,123,667	112,118,865	75,586,472	26,968,000	25,257,842	(1,710,158)	-6.3%
State support for PERA pension	-	3,770,749	3,800,000	-	-	-	-
Other nonoperating revenues (expenses)	10,074,258	37,557,633	19,311,073	6,282,000	6,316,238	34,238	0.5%
<b>Net nonoperating revenues</b>	<b>254,178,081</b>	<b>100,960,716</b>	<b>88,751,737</b>	<b>74,252,463</b>	<b>72,359,603</b>	<b>(1,892,861)</b>	<b>-2.5%</b>
Income (Loss) Before other revenues	165,408,382	71,079,181	6,809,281	7,986,844	8,645,979	659,135	8.3%
<b>Other revenues (expenses)</b>							
Student facility fees	12,821,247	14,438,173	15,218,286	7,536,000	7,533,280	(2,720)	-
State capital contributions	118,095,957	95,550,496	20,315,115	15,991,000	15,961,463	(29,537)	-
Capital grants	13,647,978	10,093,737	11,636,441	5,513,000	5,512,518	(482)	-
Capital gifts	15,182,228	6,400,264	7,142,814	3,420,000	3,419,724	(276)	0.0%
Payments (to)/from governing boards or other institutions	13,760,833	1,405,817	15,551,360	16,210,039	15,688,774	(521,265)	-3.2%
Reserve transfers within the CSU System	-	-	-	-	-	-	-
System transfers for scoop and toss bond payments	-	-	-	0	(0)	(0)	-
Additions to permanent endowments	4,221,188	(731,485)	(1,141,812)	-	-	-	-
<b>Total other revenues</b>	<b>177,729,430</b>	<b>127,157,002</b>	<b>68,722,204</b>	<b>48,670,039</b>	<b>48,115,758</b>	<b>(554,281)</b>	<b>-1.1%</b>
<b>Increase (decrease) in net position</b>	<b>\$ 343,137,812</b>	<b>198,236,182</b>	<b>75,531,485</b>	<b>56,656,883</b>	<b>56,761,737</b>	<b>104,854</b>	<b>0.2%</b>

\*Restated due to implementation of GASB 87



Colorado State University System							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q2	FY 2023 Q2	\$ Variance	% Variance
<b>Operating revenues</b>							
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State fee for service revenue	52,661,450	140,151,805	151,439,587	75,893,643	75,931,284	37,641	-
Grants and contracts	370,494,252	403,795,778	418,271,929	191,502,885	194,158,295	2,655,409	1.4%
Sales and services of educational activities	45,722,872	51,763,053	54,321,752	24,387,429	24,197,430	(189,999)	-0.8%
Auxiliary enterprises	128,388,257	193,848,994	205,193,615	106,768,229	107,550,506	782,277	0.7%
Other operating revenue	13,295,496	15,197,988	15,650,922	8,309,069	8,401,408	92,340	1.1%
<b>Total operating revenues</b>	<b>1,163,919,100</b>	<b>1,390,652,064</b>	<b>1,463,184,646</b>	<b>712,450,062</b>	<b>714,532,131</b>	<b>2,082,069</b>	<b>0.3%</b>
<b>Operating expenses</b>							
Instruction	367,629,386	371,085,962	378,921,664	193,529,928	195,238,038	(1,708,110)	-0.9%
Research	217,870,521	239,120,784	250,305,210	118,401,599	119,778,045	(1,376,446)	-1.2%
Public service	154,069,060	161,540,979	170,040,929	82,088,417	81,208,723	879,694	1.1%
Academic support	117,447,895	121,706,633	129,025,827	66,218,195	66,418,696	(200,501)	-0.3%
Student services	67,796,246	67,801,952	75,548,265	36,176,073	34,383,630	1,792,443	5.0%
Institutional support	95,388,218	97,962,806	103,003,581	59,417,515	59,826,118	(408,602)	-0.7%
Operation and maintenance of plant	88,350,795	93,325,150	97,330,943	52,478,719	52,118,514	360,205	0.7%
Scholarships and fellowships	48,472,392	71,566,928	52,755,542	21,263,582	20,174,189	1,089,393	5.1%
Auxiliary enterprises	135,811,642	164,564,007	168,953,533	90,931,250	91,434,515	(503,265)	-0.6%
Depreciation	110,085,065	114,126,050	119,241,609	58,210,403	57,665,288	545,115	0.9%
<b>Total operating expenses</b>	<b>1,402,921,221</b>	<b>1,502,801,252</b>	<b>1,545,127,102</b>	<b>778,715,681</b>	<b>778,245,755</b>	<b>469,926</b>	<b>0.1%</b>
Operating Income (Loss)	(239,002,121)	(112,149,188)	(81,942,457)	(66,265,619)	(63,713,624)	2,551,996	-3.9%
<b>Non-operating revenues (expenses)</b>							
State appropriations	2,940,364	10,798,364	19,595,047	16,850,000	16,850,000	-	-
Gifts	51,810,390	59,994,699	65,346,204	31,359,000	31,489,573	130,573	0.4%
Investment income	10,326,918	7,870,449	7,800,000	8,283,251	7,925,207	(358,044)	-4.3%
Unrealized gain (loss) on investments	58,526,642	(85,640,664)	(50,000,000)	10,802,153	10,802,012	(141)	0.0%
Interest expense on capital debt	(37,624,158)	(45,509,379)	(52,687,059)	(26,291,941)	(26,281,270)	10,671	-
Federal nonoperating grants and contracts	158,123,667	112,118,865	75,586,472	26,968,000	25,257,842	(1,710,158)	-6.3%
State support for PERA pension	-	3,770,749	3,800,000	-	-	-	-
Other nonoperating revenues (expenses)	10,074,258	37,557,633	19,311,073	6,282,000	6,316,238	34,238	0.5%
<b>Net nonoperating revenues</b>	<b>254,178,081</b>	<b>100,960,716</b>	<b>88,751,737</b>	<b>74,252,463</b>	<b>72,359,603</b>	<b>(1,892,861)</b>	<b>-2.5%</b>
Income (Loss) Before other revenues	15,175,960	(11,188,472)	6,809,281	7,986,844	8,645,979	659,135	8.3%
<b>Other revenues (expenses)</b>							
Student facility fees	12,821,247	14,438,173	15,218,286	7,536,000	7,533,280	(2,720)	-
State capital contributions	118,095,957	95,550,496	20,315,115	15,991,000	15,961,463	(29,537)	-
Capital grants	13,647,978	10,093,737	11,636,441	5,513,000	5,512,518	(482)	-
Capital gifts	15,182,228	6,400,264	7,142,814	3,420,000	3,419,724	(276)	0.0%
Payments (to)/from governing boards or other institutions	13,760,833	1,405,817	15,551,360	16,210,039	15,688,774	(521,265)	-3.2%
Reserve transfers within the CSU System	-	-	-	-	-	-	-
System transfers for scoop and toss bond payments	-	-	-	0	(0)	(0)	-
Additions to permanent endowments	4,221,188	(731,485)	(1,141,812)	-	-	-	-
<b>Total other revenues</b>	<b>177,729,430</b>	<b>127,157,002</b>	<b>68,722,204</b>	<b>48,670,039</b>	<b>48,115,758</b>	<b>(554,281)</b>	<b>-1.1%</b>
<b>Increase (decrease) in net position</b>	<b>\$ 192,905,391</b>	<b>115,968,530</b>	<b>75,531,485</b>	<b>56,656,883</b>	<b>56,761,737</b>	<b>104,854</b>	<b>0.2%</b>
*Restated due to implementation of GASB 87							
<b>Impact of GASB 68/75 on operating expenses</b>	(150,232,421)	(82,267,652)					
	-	-					



Colorado State University							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q2	FY 2023 Q2	\$ Variance	% Variance
<b>Operating revenues</b>							
Student tuition and fees	\$ 437,551,359	487,801,542	513,422,172	257,593,520	259,568,956	1,975,436	0.8%
State fee for service revenue	41,306,106	122,536,893	133,564,307	66,993,643	66,993,643	0	-
Grants and contracts	359,301,407	390,729,990	404,771,929	187,502,885	190,148,165	2,645,279	1.4%
Sales and services of educational activities	45,457,689	51,484,633	54,021,752	24,281,429	24,091,747	(189,683)	-0.8%
Auxiliary enterprises	122,935,058	185,285,513	195,193,615	101,268,229	101,986,552	718,323	0.7%
Other operating revenue	6,077,297	6,730,283	6,795,224	4,140,835	4,196,716	55,881	1.3%
<b>Total operating revenues</b>	<b>1,012,628,916</b>	<b>1,244,568,854</b>	<b>1,307,769,000</b>	<b>641,780,542</b>	<b>646,985,778</b>	<b>5,205,236</b>	<b>0.8%</b>
<b>Operating expenses</b>							
Instruction	325,218,287	328,408,720	338,282,285	175,892,194	176,606,292	(714,098)	-0.4%
Research	214,976,248	235,884,005	247,105,210	116,951,599	118,311,239	(1,359,640)	-1.2%
Public service	151,944,018	159,358,155	167,890,929	81,088,417	80,218,998	869,419	1.1%
Academic support	101,961,489	106,301,155	112,819,934	58,683,140	58,510,375	172,765	0.3%
Student services	32,646,241	34,901,662	35,465,530	17,532,035	17,416,038	115,997	0.7%
Institutional support	63,974,599	64,811,983	68,276,485	42,019,078	42,167,300	(148,222)	-0.4%
Operation and maintenance of plant	80,514,160	84,915,665	88,629,043	48,827,769	48,449,752	378,017	0.8%
Scholarships and fellowships	27,341,698	49,457,407	32,755,542	14,063,582	13,906,115	157,467	1.1%
Auxiliary enterprises	123,854,467	149,942,147	154,353,533	82,731,250	83,226,898	(495,648)	-0.6%
Depreciation	99,894,198	102,762,166	107,394,833	52,287,015	51,860,756	426,259	0.8%
<b>Total operating expenses</b>	<b>1,222,325,406</b>	<b>1,316,743,066</b>	<b>1,352,973,323</b>	<b>690,076,079</b>	<b>690,673,763</b>	<b>(597,684)</b>	<b>-0.1%</b>
Operating Income (Loss)	(209,696,489)	(72,174,211)	(45,204,323)	(48,295,537)	(43,687,986)	4,607,552	9.5%
<b>Non-operating revenues (expenses)</b>							
State appropriations	1,941,154	10,198,364	16,795,047	15,450,000	15,450,000	-	-
Gifts	48,151,372	54,497,610	60,346,204	29,159,000	29,158,694	(306)	-
Investment income	7,936,298	5,391,673	6,000,000	5,317,000	5,317,430	430	-
Unrealized gain (loss) on investments	43,802,794	(60,771,967)	(35,500,000)	7,791,000	7,790,859	(141)	-
Interest expense on capital debt	(34,525,122)	(42,221,802)	(49,334,059)	(24,615,000)	(24,614,541)	459	-
Federal nonoperating grants and contracts	124,649,137	78,532,657	44,086,472	13,468,000	13,468,228	228	-
State support for PERA pension	-	3,448,196	3,500,000	-	-	-	-
Other nonoperating revenues (expenses)	10,731,859	37,435,516	19,161,073	6,207,000	6,207,408	408	-
<b>Net nonoperating revenues</b>	<b>202,687,491</b>	<b>86,510,246</b>	<b>65,054,737</b>	<b>52,777,000</b>	<b>52,778,078</b>	<b>1,078</b>	<b>-</b>
Income (Loss) Before other revenues	(7,008,998)	14,336,035	19,850,414	4,481,463	9,090,092	4,608,630	0.0%
<b>Other revenues (expenses)</b>							
Student facility fees	11,499,362	13,502,646	14,218,286	7,011,000	7,011,238	238	-
State capital contributions	115,553,087	94,431,612	18,315,115	13,491,000	13,490,847	(153)	-
Capital grants	13,474,782	10,051,275	11,586,441	5,488,000	5,487,793	(207)	-
Capital gifts	14,954,658	6,020,089	6,742,814	3,380,000	3,380,413	413	-
Payments (to)/from governing boards or other institutions	8,453,724	(5,521,749)	10,060,135	13,464,000	13,464,273	273	-
Reserve transfers within the CSU System	25,078,103	9,750,648	11,541,871	-	-	-	-
System transfers for scoop and toss bond payments	(69,189,995)	(68,576,851)	(68,692,369)	(19,296,183)	(19,296,183)	-	-
Additions to permanent endowments	4,221,188	(731,485)	(1,141,812)	-	-	-	-
<b>Total other revenues</b>	<b>124,044,909</b>	<b>58,926,184</b>	<b>2,630,481</b>	<b>23,537,817</b>	<b>23,538,382</b>	<b>564</b>	<b>-</b>
<b>Increase (decrease) in net position</b>	<b>\$ 117,035,911</b>	<b>73,262,219</b>	<b>22,480,895</b>	<b>28,019,280</b>	<b>32,628,474</b>	<b>4,609,194</b>	<b>16.5%</b>
*Restated due to implementation of GASB 87							
<b>Impact of GASB 68/75 on operating expenses</b>	<b>(137,730,403)</b>	<b>(77,931,927)</b>					



Colorado State University - Board of Governors							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q2	FY 2023 Q2	\$ Variance	% Variance
<b>Operating revenues</b>							
Student tuition and fees	\$ -	-	-	-	-	-	-
State fee for service revenue	-	-	-	-	-	-	-
Grants and contracts	-	-	-	-	-	-	-
Sales and services of educational activities	-	-	-	-	-	-	-
Auxiliary enterprises	-	-	-	-	-	-	-
Other operating revenue	272,000	257,075	250,000	125,000	84,874	(40,126)	-32.1%
<b>Total operating revenues</b>	<b>272,000</b>	<b>257,075</b>	<b>250,000.00</b>	<b>125,000.00</b>	<b>84,874</b>	<b>(40,126)</b>	<b>-32.1%</b>
<b>Operating expenses</b>							
Instruction	-	-	-	-	-	-	
Research	-	-	-	-	-	-	
Public service	144,271	149,759	150,000	75,000	62,592	12,408	16.5%
Academic support	-	-	-	-	-	-	
Student services	-	-	-	-	-	-	
Institutional support	11,929,499	14,093,962	15,372,060	7,686,030	7,721,709	(35,679)	-0.5%
Operation and maintenance of plant	-	-	-	-	-	-	
Scholarships and fellowships	-	-	-	-	-	-	
Auxiliary enterprises	-	-	-	-	-	-	
Depreciation	65,284	456,776	456,776	228,388	248,587	(20,199)	-8.8%
<b>Total operating expenses</b>	<b>12,139,053</b>	<b>14,700,497</b>	<b>15,978,836</b>	<b>7,989,418</b>	<b>8,032,888</b>	<b>(43,470)</b>	<b>-0.5%</b>
Operating Income (Loss)	(11,867,053)	(14,443,422)	(15,728,836)	(7,864,418)	(7,948,014)	(83,596)	1.1%
<b>Non-operating revenues (expenses)</b>							
State appropriations	-	-	-	-	-	-	
Gifts	-	167,731	-	-	174,500	174,500	
Investment income	1,231,956	1,837,357	400,000	2,226,251	2,226,251	-	0.0%
Unrealized gain (loss) on investments	6,323,939	(15,516,554)	(9,000,000)	1,595,379	1,595,379	-	0.0%
Interest expense on capital debt	(379)	(46,079)	(53,000)	(26,941)	(26,941)	-	0.0%
Federal nonoperating grants and contracts	-	-	-	-	-	-	
State support for PERA pension	-	40,350	-	-	-	-	
Other nonoperating revenues (expenses)	(9,178)	78,839	-	-	1,833	1,833	
<b>Net nonoperating revenues</b>	<b>7,546,338</b>	<b>(13,438,356)</b>	<b>(8,653,000)</b>	<b>3,794,689</b>	<b>3,971,021</b>	<b>176,333</b>	<b>4.6%</b>
Income (Loss) Before other revenues	(4,320,715)	(27,881,777)	(24,381,836)	(4,069,729)	(3,976,993)	92,737	-2.3%
<b>Other revenues (expenses)</b>							
Student facility fees	-	-	-	-	-	-	
State capital contributions	-	-	-	-	-	-	
Capital grants	-	-	-	-	-	-	
Capital gifts	-	-	-	-	-	-	
Payments (to)/from governing boards or other institutions	6,569,086	5,855,713	6,788,823	3,394,412	2,872,296	(522,115)	-15.4%
Reserve transfers within the CSU System	(7,094,414)	14,787,709	1,219,565	-	-	-	
System transfers for scoop and toss bond payments	75,914,080	75,386,198	75,522,986	21,341,493	21,341,493	-	0.0%
Additions to permanent endowments	-	-	-	-	-	-	
<b>Total other revenues</b>	<b>75,388,752</b>	<b>96,029,620</b>	<b>83,531,374</b>	<b>24,735,904</b>	<b>24,213,789</b>	<b>(522,115)</b>	<b>-2.1%</b>
<b>Increase (decrease) in net position</b>	<b>\$ 71,068,036</b>	<b>68,147,843</b>	<b>59,149,537.87</b>	<b>20,666,175</b>	<b>20,236,796</b>	<b>(429,379)</b>	<b>-2.1%</b>
*Restated due to implementation of GASB 87							
<b>Impact of GASB 68/75 on operating expenses</b>	(141,376)	379,094					



Colorado State University - Global Campus							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY2021 Actual	FY2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q2	FY 2023 Q2	\$      Variance	% Variance
<b>Operating revenues</b>							
Student tuition and fees	\$ 89,214,492	75,025,400	79,884,668	35,495,286	32,350,948	(3,144,338)	-8.9%
State fee for service revenue	-	-	-	-	-	-	
Grants and contracts	-	-	-	-	-	-	
Sales and services of educational activities	-	-	-	-	-	-	
Auxiliary enterprises	-	-	-	-	-	-	
Other operating revenue	6,687,582	8,040,371	8,430,698	3,995,234	4,071,930	76,696	1.9%
<b>Total operating revenues</b>	<b>95,902,073</b>	<b>83,065,771</b>	<b>88,315,366</b>	<b>39,490,520</b>	<b>36,422,878</b>	<b>(3,067,642)</b>	<b>-7.8%</b>
<b>Operating expenses</b>							
Instruction	20,060,139	19,618,525	17,639,379	7,837,734	8,838,044	(1,000,309)	-12.8%
Research	-	-	-	-	-	-	
Public service	-	-	-	-	-	-	
Academic support	6,976,472	7,151,334	7,955,893	3,535,055	3,944,856	(409,801)	-11.6%
Student services	29,401,723	26,952,520	34,082,735	15,144,038	13,416,474	1,727,564	11.4%
Institutional support	7,435,081	8,036,302	8,355,037	3,712,407	3,871,584	(159,176)	-4.3%
Operation and maintenance of plant	86,946	757	301,900	150,950	153,864	(2,914)	-1.9%
Scholarships and fellowships	11,858,943	12,232,739	10,000,000	5,000,000	4,078,198	921,802	18.4%
Auxiliary enterprises	-	-	-	-	-	-	
Depreciation	648,556	551,060	390,000	195,000	83,727	111,273	57.1%
<b>Total operating expenses</b>	<b>76,467,859</b>	<b>74,543,237</b>	<b>78,724,943</b>	<b>35,575,184</b>	<b>34,386,746</b>	<b>1,188,438</b>	<b>3.3%</b>
Operating Income (Loss)	19,434,214	8,522,534	9,590,423	3,915,336	2,036,133	(1,879,203)	-48.0%
<b>Non-operating revenues (expenses)</b>							
State appropriations	-	-	-	-	-	-	
Gifts	-	-	-	-	-	-	
Investment income	875,525	332,972	1,100,000	550,000	191,268	(358,732)	-65.2%
Unrealized gain (loss) on investments	8,948,192	(8,370,408)	(5,000,000)	1,415,775	1,415,775	-	0.0%
Interest expense on capital debt	(30,814)	(25,144)	-	-	-	-	
Federal nonoperating grants and contracts	11,858,943	12,232,739	10,000,000	5,000,000	3,453,825	(1,546,175)	-30.9%
State support for PERA pension	-	19,379	-	-	-	-	
Other nonoperating revenues (expenses)	4,005	(126,192)	-	-	32,290	32,290	
<b>Net nonoperating revenues</b>	<b>21,655,852</b>	<b>4,063,347</b>	<b>6,100,000</b>	<b>6,965,775</b>	<b>5,093,158</b>	<b>(1,872,616)</b>	<b>-26.9%</b>
Income (Loss) Before other revenues	41,090,065	12,585,881	15,690,423	10,881,111	7,129,291	(3,751,820)	-34.5%
<b>Other revenues (expenses)</b>							
Student facility fees	-	-	-	-	-	-	
State capital contributions	-	-	-	-	-	-	
Capital grants	-	-	-	-	-	-	
Capital gifts	-	-	-	-	-	-	
Payments (to)/from governing boards or other institutions	(761,125)	(863,142)	(796,746)	(398,373)	(398,376)	(3)	0.0%
Reserve transfers within the CSU System	(25,695,818)	(36,945,000)	(25,000,000)	-	-	-	
System transfers for scoop and toss bond payments	-	-	-	-	-	-	
Additions to permanent endowments	-	-	-	-	-	-	
<b>Total other revenues</b>	<b>(26,456,943)</b>	<b>(37,808,142)</b>	<b>(25,796,746)</b>	<b>(398,373)</b>	<b>(398,376)</b>	<b>(3)</b>	<b>0.0%</b>
<b>Increase (decrease) in net position</b>	<b>\$ 14,633,122</b>	<b>(25,222,261)</b>	<b>(10,106,323)</b>	<b>10,482,738</b>	<b>6,730,915</b>	<b>(3,751,823)</b>	<b>-35.8%</b>
*Restated due to implementation of GASB 87							
<b>Impact of GASB 68/75 on operating expenses</b>	<b>(1,375,228)</b>	<b>(731,839)</b>					



Colorado State University Pueblo							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q2	FY 2023 Q2	\$ Variance	% Variance
<b>Operating revenues</b>							
Student tuition and fees	\$ 26,590,923	23,067,504	25,000,000	12,500,000	12,373,305	(126,695)	-1.0%
State fee for service revenue	11,355,344	17,614,912	17,875,280	8,900,000	8,937,640	37,640	-
Grants and contracts	11,192,845	13,065,788	13,500,000	4,000,000	4,010,130	10,130	0.3%
Sales and services of educational activities	265,183	278,419	300,000	106,000	105,684	(316)	-0.3%
Auxiliary enterprises	5,453,198	8,563,481	10,000,000	5,500,000	5,563,954	63,954	1.2%
Other operating revenue	258,618	170,259	175,000	48,000	47,888	(112)	-0.2%
<b>Total operating revenues</b>	<b>55,116,111</b>	<b>62,760,363</b>	<b>66,850,280</b>	<b>31,054,000</b>	<b>31,038,601</b>	<b>(15,399)</b>	<b>0.0%</b>
<b>Operating expenses</b>							
Instruction	22,350,960	23,058,717	23,000,000	9,800,000	9,793,702	6,298	0.1%
Research	2,894,273	3,236,778	3,200,000	1,450,000	1,466,806	(16,806)	-1.2%
Public service	1,980,771	2,033,065	2,000,000	925,000	927,133	(2,133)	-0.2%
Academic support	8,509,935	8,254,144	8,250,000	4,000,000	3,963,465	36,535	0.9%
Student services	5,748,281	5,947,770	6,000,000	3,500,000	3,551,118	(51,118)	-1.5%
Institutional support	12,049,039	11,020,559	11,000,000	6,000,000	6,065,524	(65,524)	-1.1%
Operation and maintenance of plant	7,749,690	8,408,729	8,400,000	3,500,000	3,514,898	(14,898)	-0.4%
Scholarships and fellowships	9,271,751	9,876,781	10,000,000	2,200,000	2,189,876	10,124	0.5%
Auxiliary enterprises	11,957,175	14,621,861	14,600,000	8,200,000	8,207,617	(7,617)	-0.1%
Depreciation	9,477,028	10,356,048	11,000,000	5,500,000	5,472,218	27,782	0.5%
<b>Total operating expenses</b>	<b>91,988,903</b>	<b>96,814,452</b>	<b>97,450,000</b>	<b>45,075,000</b>	<b>45,152,358</b>	<b>(77,358)</b>	<b>-0.2%</b>
Operating Income (Loss)	(36,872,792)	(34,054,089)	(30,599,720)	(14,021,000)	(14,113,756)	(92,756)	0.7%
<b>Non-operating revenues (expenses)</b>							
State appropriations	999,210	600,000	2,800,000	1,400,000	1,400,000	-	-
Gifts	3,659,018	5,329,358	5,000,000	2,200,000	2,156,379	(43,621)	-
Investment income	283,139	308,446	300,000	190,000	190,258	258	0.1%
Unrealized gain (loss) on investments	(548,282)	(981,735)	(500,000)	-	-	-	-
Interest expense on capital debt	(3,067,844)	(3,216,354)	(3,300,000)	(1,650,000)	(1,639,788)	10,212	-0.6%
Federal nonoperating grants and contracts	21,615,587	21,353,469	21,500,000	8,500,000	8,335,789	(164,211)	-1.9%
State support for PERA pension	-	262,824	300,000	-	-	-	-
Other nonoperating revenues (expenses)	(652,428)	169,470	150,000	75,000	74,706	(294)	-0.4%
<b>Net nonoperating revenues</b>	<b>22,288,400</b>	<b>23,825,479</b>	<b>26,250,000</b>	<b>10,715,000</b>	<b>10,517,345</b>	<b>(197,655)</b>	<b>-1.8%</b>
Income (Loss) Before other revenues	(14,584,391)	(10,228,610)	(4,349,720)	(3,306,000)	(3,596,412)	(290,412)	8.8%
<b>Other revenues (expenses)</b>							
Student facility fees	1,321,885	935,527	1,000,000	525,000	522,042	(2,958)	-0.6%
State capital contributions	2,542,870	1,118,885	2,000,000	2,500,000	2,470,616	(29,384)	-1.2%
Capital grants	173,197	42,463	50,000	25,000	24,725	(275)	-1.1%
Capital gifts	227,570	380,175	400,000	40,000	39,311	(689)	-1.7%
Payments (to)/from governing boards or other institutions	(500,852)	1,934,995	(500,852)	(250,000)	(249,419)	581	-0.2%
Reserve transfers within the CSU System	7,712,129	12,406,643	12,238,564	-	-	-	-
System transfers for scoop and toss bond payments	(6,724,085)	(6,809,347)	(6,830,617)	(2,045,310)	(2,045,310)	(0)	-
Additions to permanent endowments	-	-	-	-	-	-	-
<b>Total other revenues</b>	<b>4,752,713</b>	<b>10,009,339</b>	<b>8,357,095</b>	<b>794,690</b>	<b>761,963</b>	<b>(32,727)</b>	<b>-</b>
<b>Increase (decrease) in net position</b>	<b>\$ (9,831,678)</b>	<b>(219,271)</b>	<b>4,007,375</b>	<b>(2,511,310)</b>	<b>(2,834,448)</b>	<b>(323,138)</b>	<b>12.9%</b>
*Restated due to implementation of GASB 87							
<b>Impact of GASB 68/75 on operating expenses</b>	<b>(10,985,414)</b>	<b>(3,982,981)</b>					



# FY24 Campus Budget Update with Tuition Discussion





Tuition Rate = 4%  
State = 6.5%  
Salary = 5%  
Merit-TBD  
Equity-TBD

<b>1 New Resources</b>		
2 Tuition		
3 Enrollment Growth		
4 Increase in FTE	\$	-
5 Undergraduate		5,533,000
6 Graduate		600,000
7 Pandemic Enrollment Revenue		3,000,000
8 Undergraduate Rate Increase		
9 Resident - 4%		5,764,000
10 Non-Resident - 4%		7,301,000
11 Graduate Rate Increase		
12 Resident - 3%		466,000
13 Non-Resident - 3%		680,000
14 Professional Veterinary Medicine Rate Increase - 3%		1,276,000
15 Differential Tuition		567,000
16 Total Tuition	\$	25,187,000
17 State Funding Impact - FFS		6,035,000
18 State Funding Impact - SEP		5,464,000
19 Facilities and Administrative Overhead		3,060,000
20 <b>Total New Resources</b>	<b>\$</b>	<b>39,746,000</b>
21		
22 <b>Financial Aid</b>		4,230,000
23 <b>Net New Resources</b>	<b>\$</b>	<b>35,516,000</b>
24 <b>New Expenses</b>		
25 Multi-Year Central Investments in Strategic Initiatives	\$	1,200,000
26 Faculty/Staff Compensation		25,842,000
27 Academic Incentive Funding		1,630,000
28 Mandatory Costs		3,150,000
29 Quality Enhancements		6,463,000
30 Salary Savings Reinvestment		(4,083,000)
31		
32 <b>Total New Expenses</b>	<b>\$</b>	<b>34,202,000</b>
33		
34 <b>Net New Incremental Budget Resources</b>	<b>\$</b>	<b>1,314,000</b>
35 FY23 Structural Budget Deficit	\$	(5,871,000)
36 <b>Total Base Budget Overage (Shortfall)</b>	<b>\$</b>	<b>(4,557,000)</b>

1% RUG Increase = student share \$99/yr.  
1% Increase NRUG = student share \$298.60/yr.

1% RUG Increase = \$1.4M  
1% NRUG Increase = \$1.6M  
1% Salary Increase = \$4.9M  
(\$4.1M Fac/AP; \$622K SC; \$182K GA)

**Base Assumptions**

Resident Undergraduate 4%, \$396/yr.  
Non-Resident Undergraduate 4%; \$1,194/yr.  
Resident Graduate 3%; \$325.20/yr. and Resident Professional Veterinary Medicine 3%; \$1,093/yr.  
Non-Resident Graduate 3%; \$796.80/yr. and Non-Resident Professional Veterinary Medicine 3%; \$1,819.59/yr.  
Differential Tuition - UG ~ 4% (est. round to whole number)  
Salary Increases Faculty/AP - Merit -TBD, Equity-TBD  
Salary Increases SC - 5%  
Salary Increases Grads - 5%  
Mandatory Student Fees - TBD



**CSU-Fort Collins Revised Funding Shortfall (Budget)**

	Original Budget FY20	Original Budget FY21	Adjusted FY21	Original Budget FY22	Original Budget FY23	Projected Results FY23	4% Tuition FY24 - Incremental
<b>Resources:</b>							
1 Student tuition and fees <b>(Less COF)</b>							
2 Enrollment Growth (UG)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,133,000
3 Tuition Rate	-	-	-	-	-	-	16,054,000
4	\$ 436,191,460	\$ 403,179,642	\$ 411,985,642	\$ 426,084,644	\$ 447,324,533	\$ 456,458,000	\$ 25,187,000
5 State fee for service revenue <b>(with COF)</b>							
6 State Funding	\$ 149,975,416	\$ 62,803,527	\$ 57,947,681	\$ 160,802,000	\$ 178,077,467	\$ 178,077,467	\$ 11,499,000
7 CARES (1X)	-	79,554,679	84,410,525	-	-	-	-
8	\$ 149,975,416	\$ 142,358,206	\$ 142,358,206	\$ 160,802,000	\$ 178,077,467	\$ 178,077,467	\$ 11,499,000
9 Grants and contracts							
10 Direct	\$ 308,704,707	\$ 308,882,948	\$ 308,882,948	\$ 359,172,000	\$ 384,187,730	\$ 384,188,000	\$ -
11 Indirect (F&A)	54,000,000	54,000,000	54,000,000	55,000,000	59,000,000	59,000,000	3,060,000
12	\$ 362,704,707	\$ 362,882,948	\$ 362,882,948	\$ 414,172,000	\$ 443,187,730	\$ 443,188,000	\$ 3,060,000
13 Sales and services of educational activities							
14 PVM, AES, CES - Cash Operations	\$ 59,746,799	\$ 46,115,152	\$ 46,115,152	\$ 54,682,000	\$ 60,999,257	\$ 60,999,000	\$ -
15							
16 Auxiliary enterprises							
17 Housing and Dining Services	\$ 93,683,100	\$ 48,176,800	\$ 48,176,800	\$ 83,175,000	\$ 90,940,200	\$ 90,940,000	\$ -
18 Lory Student Center	32,281,300	26,624,500	26,624,500	27,026,000	28,672,800	28,672,800	-
19 Athletics	48,436,866	33,756,740	33,756,740	46,507,000	48,004,883	48,005,000	-
20 Other (CSUHN, Parking, Campus Rec, STUORG)	74,539,472	64,254,555	64,254,555	60,751,000	73,580,118	73,580,000	-
21	\$ 248,940,738	\$ 172,812,595	\$ 172,812,595	\$ 217,459,000	\$ 241,198,001	\$ 241,197,800	\$ -
22 Other operating revenue							
23 Seedling Tree, GENOPS, Continuing Ed	\$ 66,242,932	\$ 63,616,006	\$ 63,616,006	\$ 72,430,000	\$ 62,622,300	\$ 62,622,000	\$ -
24 <b>Total Resources</b>	\$ 1,323,802,052	\$ 1,190,964,549	\$ 1,199,770,549	\$ 1,345,630,000	\$ 1,433,409,000	\$ 1,442,542,267	\$ 39,746,000
25 <b>Expenses:</b>							
26 Total Expenses (includes Financial Aid)	\$ 1,323,802,052	\$ 1,246,783,549	\$ 1,246,783,549	\$ 1,360,532,000	\$ 1,439,279,824	\$ 1,439,280,000	\$ (34,349,000)
COVID Expenses (Screening, testing, contract tracing,							
27 quarantine, revenue losses)	-	-	14,703,813	-	-	2,000,000	-
28 Permanent Base Reductions/Salary Reinvestment	-	(17,000,000)	(17,000,000)	(1,998,000)	-	-	(4,083,000)
29 System Office Reallocation	-	(550,000)	(550,000)	-	-	-	-
30 <b>Total Expenses</b>	\$ 1,323,802,052	\$ 1,229,233,549	\$ 1,243,937,362	\$ 1,358,534,000	\$ 1,439,279,824	\$ 1,441,280,000	\$ (38,432,000)
31							
32 <b>Net General Fund Impact</b>	\$ -	\$ (38,269,000)	\$ (44,166,813)	\$ (12,904,000)	\$ (5,870,824)	\$ 1,262,267	\$ 1,314,000
33							
34 <b>Less: Structural Budget Deficit</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,871,000)
35 <b>Less: One-Time FY21 Resources</b>	-	-	-	-	-	-	-
36 Planned Board Reserve Draw	-	20,000,000	-	-	-	-	-
37 Planned Scoop & Toss Draw	-	18,269,000	-	-	-	-	-
38 HEERF II	-	-	19,449,668	-	-	-	-
39 HEERF III	-	-	24,717,145	-	-	-	-
40	\$ -	\$ 38,269,000	\$ 44,166,813	\$ -	\$ -	\$ -	\$ (5,871,000)
41							
42 <b>Net Shortfall</b>	\$ -	\$ -	\$ -	\$ (12,904,000)	\$ (5,870,824)	\$ 1,262,267	\$ (4,557,000)





# COLORADO STATE UNIVERSITY PUEBLO

Board of Governors Feb 2023

**FY 2024 Incremental E&G Budget - V.3.0**  
**Colorado State University - Pueblo**  
January 19, 2023

UGResTuition: 3%; State:  
4.8%; Salary inc: 3%  
adp/fac; 5% sc

<b>New Resources</b>			
	Tuition		
	Undergraduate Rate Increase:		
1	Undergraduate Resident Tuition	\$	493,000
2	Non-Resident (TWOLF & WUE rate)		247,000
3	Undergraduate Differential Tuition		19,440
	Graduate Rate Increase:		
4	Graduate Resident Tuition	\$	117,000
6	Graduate Differential Tuition		9,840
7	Projected Enrollment Change (-3%)		(740,000)
8	Total Tuition		146,280
9	State Funding Impact	\$	1,159,592
10	Other Resources (estimate)		830,000
11	<b>Total New Resources</b>	<b>\$</b>	<b>2,135,872</b>
12	Financial Aid	\$	37,000
13	<b>Net New Resources</b>	<b>\$</b>	<b>2,098,872</b>
<b>New Expenses</b>			
14	Expense Reduction (savings from compensation management)		TBD
15	Faculty/Staff Comp (includes Fac/AP/SC ,fringe & Equity increases)	\$	1,744,100
16	Mandatory Costs	\$	1,800,000
17	<b>Total New Expenses</b>	<b>\$</b>	<b>3,544,100</b>
18	<b>Net Structural Deficit</b>	<b>\$</b>	<b>(1,445,228)</b>
19	FY23 Budget Shortfall	\$	(2,723,000)
20	One-time Budget Resources (EG Fund Balance)	\$	1,750,000
21	<b>Total Base Budget Overage (Shortfall)</b>	<b>\$</b>	<b>(2,418,228)</b>

Tuition Increase: 3% Ugrad Res; 5% Ugrad Nres; 19% Grad Res; -24% Grad Nres

3% decline in ug and 0% grad enrollment

Spring Melt = 15%

Salary Increase Faculty / Administrative Professionals (3%)

Salary Increase State Classified Staff (5 %)

Mandatory Costs include: utilities, maintenance costs, statewide indirect costs, library subscriptions, sheriff's contract, payments to risk management (liability and property insurance), information technology inflation, system costs, audit expenditures, athletic support, and add'l initiative costs.



# COLORADO STATE UNIVERSITY - PUEBLO

	Original	Adjusted	Original	Adjusted	Original	3% Res UG Tuition Increase; 4.8% State funding	3% Res UG Tuition Increase; 4.8% State funding
	FY21	FY21	FY22	FY22	FY23	FY24 - Estimate	Est \$ Change FY23 to FY24
<b>Resources:</b>							
1 Student Tuition and Fees (less COF) <sup>1</sup>							
2 Enrollment Change (UG & GR)	-	-				(740,000)	(740,000)
3 Tuition Rate						886,280	886,280
4	\$ 39,551,124	\$ 40,651,124	\$ 41,559,927	\$ 38,850,783	\$ 38,932,783	\$ 39,079,063	\$ 146,280
5 State Fee for Service Revenue (with COF)							
6 State Funding			22,541,141	22,541,141	24,283,025	25,442,617	1,159,592
7 CARES/HEERF (1X) <sup>2</sup>	10,849,369	5,993,523					
8 FFS (1X) <sup>2</sup>		4,855,846					
9	\$ 19,793,695	\$ 19,793,695	\$ 22,541,141	\$ 22,541,141	\$ 24,283,025	\$ 25,442,617	\$ 1,159,592
10 Sales and Services of Educational Activities							
11 Fee Revenue (transcripts other processing fees)	\$ 630,000	\$ 525,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	-
12 Auxiliary Enterprises							
13 Housing and Dining Services	5,605,249	4,400,000	4,939,156	4,939,156	4,939,156	4,939,156	-
14 Occhiato Student Center	146,500	-	148,000	148,000	148,000	148,000	-
15 Athletics	6,521,740	6,026,740	7,301,990	7,301,990	7,301,990	7,301,990	-
16 Other ( Parking, Student Rec Center)	1,829,100	1,300,084	1,838,100	1,838,100	1,838,100	1,838,100	-
	\$ 16,739,105	\$ 11,726,824	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ -
17 Other Operating Revenue							
18 Board Support(Housing Debt Service)	2,636,516	2,000,000	2,790,856	3,200,000	3,200,000	3,200,000	
19 Extended Studies Transfer	1,155,000	1,250,000	1,500,000	1,500,000	3,300,000	4,130,000	830,000
20 Permanent Increase of ES Transfer				1,300,000			
21 Total Resources	\$ 80,505,440	\$ 75,946,643	\$ 83,169,170	\$ 82,169,170	\$ 84,493,054	\$ 86,628,926	\$ 2,135,872
<b>Expenses</b>							
22 Total Expenses (includes Financial Aid)	\$ 86,856,335	\$ 80,002,714	\$ 86,641,838	\$ 85,641,838	\$ 87,215,722	\$ 90,796,822	\$ 3,581,100
23 COVID Expenses (Screening, testing, etc.)		3,301,638					
24 Permanent Base Reductions							
25	\$ 86,856,335	\$ 83,304,352	\$ 86,641,838	\$ 85,641,838	\$ 87,215,722	\$ 90,796,822	\$ 3,581,100
26 Net Impact resources less expenses	\$ (6,350,895)	\$ (7,357,709)	\$ (3,472,668)	\$ (3,472,668)	\$ (2,723,000)	\$ (4,168,228)	\$ (1,445,228)
27 One-Time Resources							
28 Planned Board Reserve Deployment	3,000,000			-			
29 Planned Strategic Financing Resource	3,350,895						
30 HEERF II&III		7,357,709					
31 HEERF III		-	3,472,668	3,472,668		1,750,000	
EG Fund Balance							
32	6,350,895	7,357,709	3,472,668	3,472,668		1,750,000	
33 Net Shortfall	\$ -	\$ -	\$ -	\$ -	\$ (2,723,000)	\$ (2,418,228)	\$ (1,445,228)

Includes all tuition revenue including Extended Studies  
\$5,993,523; difference made up with Fee for Service  
Funds.





**Colorado State University Global**  
**FY2023 Revised Budget vs FY2024 Preliminary Budget**  
**February 2023 Board of Governors Meeting**

	Revised Budget FY23	Percent of Revenue	Preliminary Budget FY24	Percent of Revenue	YoY Increase / (Decrease)
<b>Operating Revenues</b>					
Student Tuition and Fees, net	79,884,668	90.5%	81,466,215	90.1%	1,581,547
Other Operating Income	8,430,698	9.5%	8,950,000	9.9%	519,302
<b>Total Operating Revenues</b>	<b>88,315,366</b>	<b>100.0%</b>	<b>90,416,215</b>	<b>100.0%</b>	<b>2,100,849</b>
<b>Operating Expenses</b>					
Instruction	17,639,379	20.0%	20,916,402	23.1%	3,277,023
Academic Support	7,955,893	9.0%	7,970,579	8.8%	14,687
Student Services	34,082,735	38.6%	34,926,667	38.6%	843,932
Institutional Support	8,355,037	9.5%	7,951,896	8.8%	(403,141)
Operation and Maintenance of Plant	301,900	0.3%	300,000	0.3%	(1,900)
Depreciation	390,000	0.4%	300,000	0.3%	(90,000)
<b>Total Operating Expenses</b>	<b>68,724,943</b>	<b>77.8%</b>	<b>72,365,544</b>	<b>80.0%</b>	<b>3,640,601</b>
<b>Operating Income</b>	<b>19,590,423</b>		<b>18,050,671</b>		<b>(1,539,752)</b>
Operating Margin	22.2%		20.0%		
<b>Operating Income ex. Strategic Investments</b>	<b>22,957,423</b>		<b>18,050,671</b>		<b>(4,906,752)</b>
Operating Margin	26.0%		20.0%		



# CSU Graduate Compensation Proposal





# Graduate Assistantship Compensation Proposal

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2020-2021



GRADUATE SCHOOL  
COLORADO STATE UNIVERSITY



## **Graduate Assistantship Compensation Proposal**

### **I. Executive Summary**

Colorado State University's (CSU) competitive ability as a Carnegie Tier 1 Research University (R1) depends upon doctoral conferrals and research expenditures; both of which are driven by graduate student effort. The net, or effective, income of graduate student assistants at CSU is at the low end of peer institutions due to high fees and a low minimum stipend. Recruiting and retaining superior PhD and MFA applicants and incentivizing faculty research expenditures on graduate students are essential to enhance CSU's R1 status. Furthermore, minimum graduate assistant stipends do not support financial self-sufficiency for a single adult in our area. Mechanisms to support these goals include supplementing prestigious, yet insufficient fellowship awards; addressing high student fees; supporting security for PhD's and MFA's; increasing minimum stipends; providing tuition return on grants; and summer support. We present four distinct levels of commitment to address insufficient support and advance graduate student success at CSU. These range from Stopgap, through Remedial and Competitive, to Aspirational. We recommend that CSU commit to a multi-year, phased approach to incrementally employ Stopgap measures (FY22-23), followed by Remedial (FY24-25) and Competitive (FY26) measures, and ultimately Aspirational support (FY27-29).

### **II. Rationale**

The mission statement for the university states in part, "Colorado State University is committed to excellence, setting the standard for public research universities . . ." Colorado State University (CSU) is a Carnegie Tier 1 Research University (R1), which implies commitments and expectations that extend to our faculty and students, stakeholders, and the state. Carnegie considers that investments to secure our status relative to other R1 universities include awarding of a significant number of research/scholarship doctorates in a given academic year and considerable annual research expenditures. The research activity index used by Carnegie includes doctoral conferrals in humanities, social science, STEM (science, technology, engineering, and mathematics), and in other fields (e.g., business, education, public policy, social work). This report is motivated by concerns for future investments that are needed to ensure CSU's competitive ability commensurate with our R1 status, as well as an ethical consideration surrounding the financial self-sufficiency of graduate assistants.

Investments in graduate students directly influence CSU's R1 status, through the number of doctorates awarded, but graduate students also impact research productivity, and hence directly and indirectly, affect research expenditures (Appendix A). Strong graduate programs are critical to the advancement of CSU's mission, stature, and success. They foster innovation and creativity in research enterprises and energize our strong teaching initiatives. A recently





commissioned study<sup>1</sup> further emphasizes that CSU's status as an economic growth engine for the state lies, in part, on the ecosystems created by its vibrant graduate programs. Investments in graduate student programs need to be understood through the lens of return to both the university and the state. Challenges faced by graduate programs can be placed into two broad categories that relate to students on one hand and to faculty on the other.

Graduate students should perceive and experience CSU to be the best destination for their success. Multiple factors, both within and outside of the university's control, play roles in generating student perceptions that shape recruitment and retention patterns. Factors outside of the university's control include CSU's non-urban location, the demographic make-up of the Front Range, cost of living, and geopolitical realities that shape the flow of international students. However, there are factors the university can control that negatively impact recruitment and retention including student fees, tuition charges to grants, non-competitive stipend levels, lack of summer funding, and the lack of funding guarantees. Feedback from CSU's Graduate Student Council (Appendix B) and the Office of Diversity further support that current graduate assistant compensation packages are a barrier to recruitment, especially for minoritized applicants. Appendix C compares CSU's graduate assistantship compensation packages and cost of living to peers and aspirational peers. Figure 1 illustrates that the effective income of CSU graduate students lags significantly behind both peer and aspirational peer institutions. Additionally, the current minimum stipend (\$1640/month) is significantly below the financial standard for self-sufficiency of one adult in Larimer County (\$2094/month as of 2018).<sup>2</sup>

Strengthening our graduate enterprise includes **challenges for faculty** separate from making CSU an attractive destination for graduate students. There is inherent risk for faculty in taking on students (Graduate Research Assistants, GRAs) for research projects. Funded research projects are usually 3-5 years, yet the average time to a doctoral degree at CSU is currently five years (62% completion) and 82% of students complete the PhD in six years. As funding renewals are not guaranteed, faculty risk being unable to support students throughout their degree. A common alternative is to choose postdoctoral or other researchers who require a shorter funding commitment. Postdoctoral researchers also do not enroll in courses and are already trained in relevant research tasks. There are often timing mismatches between the annual early spring recruiting of new graduate students, and availability of funds to guarantee support via a GRA. Finally, the combined cost of tuition and stipend for a graduate student is close to the cost of hiring a postdoctoral researcher. Altogether, this creates a disincentive for faculty to invest in funding GRAs.

Another option for faculty is to advise graduate students who are financially supported through Graduate Teaching Assistants (GTAs). However, this comes with its own challenges for the adviser, since GTAs have a 20-hour per week teaching commitment. Furthermore, GTAs are

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<sup>1</sup> Hill, R., Cutler, H., and Shields, M. 2017. Economic and Fiscal Impact Study: Colorado State University [White paper]. Colorado State University. [Economic and Fiscal Impact Study](#)

<sup>2</sup> Pearce, D.M. and the Colorado Center on Law and Policy. 2018. The Self-Sufficiency Standard for Colorado 2018. [White paper]. Colorado Center on Law and Policy. [The Self-Sufficiency Standard for Colorado 2018](#)





not sufficiently available in many departments, including those where faculty conduct significant levels of externally funded research. GTAs are incredibly valuable to the university for their teaching, scholarship, and research contributions, but they are only one part of a solution. It is important to incentivize risk-averse faculty to support graduate students as GRAs and to recognize that different strategies are needed in colleges that rely heavily on GRAs to advance their research mission versus those that rely heavily on GTAs.

Our goal in this report is to suggest options that provide competitive graduate assistant compensation, maximize return on overall investment in graduate assistants, and enhance incentives for faculty support of GRAs and proposal submissions (Appendix D).

### III. Analysis of Graduate Assistant Compensation Options

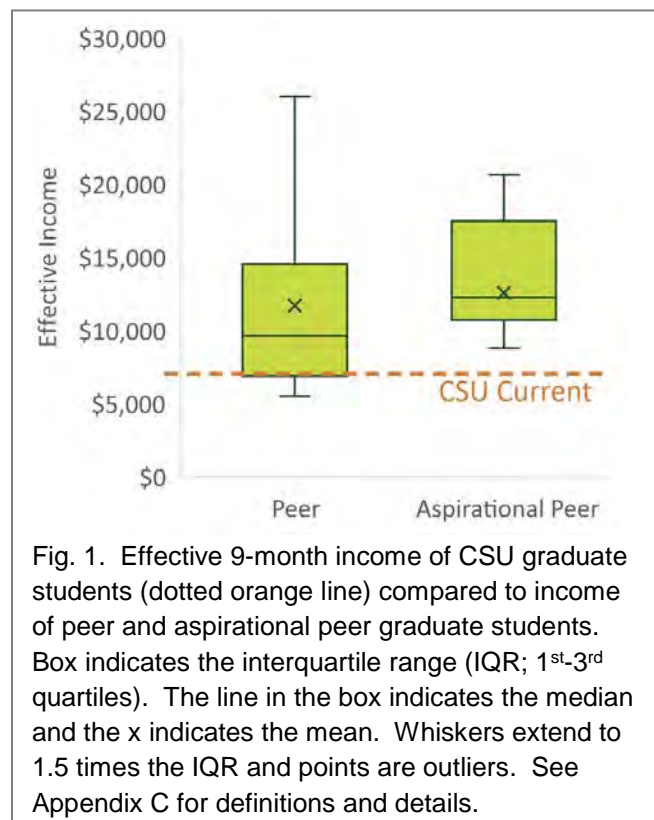
For CSU to compete effectively with our peers (Appendix C), we have identified multiple aspects of graduate assistantship compensation packages that should be addressed for GRAs, GTAs, and Graduate Support Assistants (GSAs). These include: (1) supplemental funding for foundation awards and fellowships; (2) student fee reduction; (3) multiyear funding assurance for PhDs and MFAs; (4) increased minimum stipend; (5) return of tuition paid on external grants; and (6) summer funding supplements for 9-month academic appointments.

Below, we provide background on each of these components, options for how they might be addressed, and implications. In offering options, we recognize that departments, colleges and the university are resource constrained, and therefore we prioritize options that incentivize external support rather than relying solely on limited internal dollars. We also prioritize options that encourage students and their mentors to progress toward degree completion in a timely manner.

**Supplemental support for fellowships and other awards.** Some prestigious awards do not allow tuition costs (e.g. Keck Foundation) or are insufficient to cover all costs of attendance without supplementation (e.g., Fulbright fellowships). We seek to encourage applications for such awards.

*Options:*

1. Tuition is automatically covered for external awards that explicitly disallow this expense.







2. CSU selects opportunities for investment that will advance our goals in growing and diversifying the population of graduate students and provide supplemental funding to bring awards supporting growth and diversification into parity with standard GA appointments. Examples include supplemental stipend support for training grants with capped stipends below our minimum and automatic full tuition reimbursement for international applicants.

*Implications:*

1. If certain fellowship or grant opportunities are made more financially attractive to both students and faculty, we anticipate that applications and awards will increase, diversifying our graduate student population and bringing in additional external support to CSU for a relatively modest investment.
2. Some Fulbright students who apply to CSU cannot find a faculty advisor due to the risk faculty acquire to supplement Fulbright funding. The means to supplement Fulbright awards when needed would incentivize faculty to advise these high achieving students.
3. Philanthropy may be a compelling route for securing supplemental funding for prestigious awards that recognize excellence, including those that enhance diversity, equity, and inclusion.

**Student Fees.** CSU has significantly higher student fees compared to peer institutions, which impacts students' effective income (Appendix C). Feedback from Graduate Student Council prioritizes addressing these high fees (Appendix B).

*Options:*

1. Revisit the fee structure for graduate students to determine whether any current fees could be eliminated. A full evaluation is beyond the capabilities of this committee.
2. Consider rolling fees into tuition so that they are no longer the responsibility of the student. It is important to note that tuition paid for all GAs would need to include the fees to maintain equity across all GA types.
3. Consider paying fees for all GAs out of a centralized fund.

*Implications:*

1. A reduction in fees or elimination of the need for students to pay these would boost GA morale significantly.
2. A reduction or elimination of fees would increase GA effective take-home pay.
3. Actions to reduce fees or to change how they are collected must be thoroughly evaluated for tax implications as well as ensuring that the funding streams that GA benefits rely on are unharmed.

**Support security for PhDs and MFAs.** The mismatch between the length of support needed to fund a PhD student to graduation and the three-year length of most funded projects dictates a need for more than one grant. Recruiting GRA-supported graduate students is further complicated since grants are received throughout the year and almost always at times that are out of cycle with the student recruitment timetable. Therefore, offering a GRA to a new student can be risky for faculty who have no financial backstop in the event that a new grant is not secured. GTAs and GSAs provide some buffering, however, the number of GTAs or GSAs and the ratio of GTAs and GSAs to GRAs vary considerably across the university.

*Options:*





1. Implement 5-year compensation packages to PhD/MFA students that may consist of a mix of fellowships, GRA, GTA, GSA, or other appointment types.
2. Establish sources of bridging support for students whose advisers have been unable to secure an additional grant to allow the student to complete their PhD / MFA.
3. Prioritize assured support for the first year of graduate study (subject to satisfactory progress) to recruit via timely admission and assistantship offers, provide time to align or secure funding, and support the student while they gain the training needed to contribute significantly to the goals of research projects.

*Implications:*

1. GTAs are important for our educational mission, but also provide important support security for graduate students.
2. Risk-averse faculty could be more emphatic that a 5-year compensation package with appropriate student progress is available to the applicant, which would increase applicant confidence in the offer and recruitment.
3. Backstops for GRA funding would reduce risk for faculty and encourage faculty to grow the doctorate and MFA population.
4. Actions recommended here to create more attractive recruiting packages may also encourage philanthropic efforts that focus on providing Year 1 fellowships or dissertation completion fellowships that would have positive impacts on our graduate programs. CSU could also elect to direct internal and philanthropic support toward diversity, equity, and inclusion recruiting and retention goals, furthering campus-wide initiatives in these areas.

**Minimum stipends.** CSU minimum stipends are within the average range of peers but result in an effective income below the level of reasonable compensation due to high fees and cost of living (Appendix C). The minimum stipend is also below the financial standard for adult self-sufficiency in our area. However, many units have adjusted their stipend offers to remain competitive and in consideration of student needs.

*Options:*

1. The minimum stipend for all graduate assistants (currently \$1690/month) is adjusted to \$2035/month to match the effective income of peers or \$2138/month to match the effective income of aspirational peers. This adjustment also brings the minimum stipend up to the \$2094/month financial standard for self-sufficiency in our area.
2. The minimum stipend continues to be adjusted annually to reflect cost of living increases.
3. Encourage departments and programs to offer funding to students at levels that are above minimums and competitive with peer institutions.

*Implications:*

1. The financial implications of an adjustment of minimum stipends across campus for all GA types suggest that a phase-in may be required.
2. Depending on how the adjustments are implemented, disparities in resource distribution across campus may occur for units who have already internally adjusted stipends to remain competitive.
3. GRAs may require stipend enhancement support until new projects are funded at the new levels.





4. Higher minimum stipends will require proportionally higher cost of living increases that may erode the numbers of department-funded assistantships over time if additional resources are not provided to accommodate the adjustments.
5. Higher minimum stipends will increase the financial burden on faculty who fund GRAs. Some form of amelioration is needed or higher minimum stipends will push faculty even further toward choosing to fund post-doctorates over GRAs.
6. Higher minimum stipends may reduce significant disparities in GA stipends (Appendix E) that are perceived as unequitable by graduate students.

**Return of Tuition Funds to Faculty.** CSU should implement incentives to prioritize GRA appointments over postdoctoral and other researcher appointments. These same options should also incentivize securing external funding for GRAs.

*Options:*

1. Return of tuition dollars paid for GRAs on external grants to a centralized department or college account, from which funds would be distributed to PIs as GRA stipend funds to support PhD students whose grant funding has ended.

*Implications:*

1. Tuition return would financially favor GRAs over postdoctoral researchers.
2. Tuition return would provide needed bridge funding for GRAs and reduce risk to faculty.
3. Students on GTA assignments who have completed the total required credits for their degrees do not need the full 9-credits of tuition benefit. Assuming these GTAs enroll in 5 credits to receive the healthcare contribution, the tuition benefit differential (9 credits vs 5 credits) would result in cost-savings to Central.

**Summer support.** Summer funding for 9-month GAs is a special category of continuous support that has a high return on investment and is a high priority from the Graduate Student Council (Appendix B). Since students are neither taking nor teaching classes during the summer, if they receive adequate support, they are able to commit full time to their research rather than seeking full time or part time summer employment, reducing overall time to degree. Summer research is also a key component of community building among graduate students who are able to remain fully engaged in their research groups and with the larger research community at CSU. The bulk of GA's on 9-month appointments are GTA's and GSA's, whereas the majority of GRA's are on 12-month appointments.

*Options:*

1. Consider summer support programs of all types, including those that might be offered as incentives (matching support) for partial support from other sources.

*Implications.*

1. Summer support is generally less costly than academic year support (3 months of stipend, with no tuition or fees), making the amount easier to raise via internal mechanisms, applications for small grants, or philanthropy.
2. By encouraging applications for external summer support, or by matching funding provided by external grants or internal programs, CSU can incentivize grantsmanship and also reduce time to degree completion.
3. Providing summer support to GRAs is financially favorable to GRAs compared to post-doctorates.





#### IV. Recommended Scenarios

##### Stopgap

*Reasoning:* This scenario partially addresses pressing needs of graduate students. It provides supplemental funding to Fulbright and Foundation awards in support of the highest achieving students. It provides fee relief for graduate students to improve their effective income, but will not raise the minimum *effective* income to the level of peer institutions or financial self-sufficiency – a gap of \$299/month remains (Fig. 2). This scenario includes up to five credits of GRA tuition return to departments or colleges to make supporting a GRA more financially favorable relative to the cost of supporting a post-doctorate, and simultaneously to reduce the financial *risk* differential by providing a financial backstop for faculty funding GRAs. The cost of GRA tuition return can be partially offset by GTA tuition benefit savings. Five credits is a common load for advanced graduate students as it allows them to keep their healthcare contribution.

This scenario also invests in philanthropy to provide future support for fellowships and to leverage Graduate School efforts with the university and colleges. A recent Council of Graduate Schools workshop on philanthropy<sup>3</sup> suggested that graduate schools with successful philanthropy programs, including raising of fellowship funds, use a 50% position to work with development. Return on investment in the position was 5-10 years with continued growth afterwards, and programs that were able to invest in a philanthropy position all were successful.

- Fulbright and Foundation supplemental funding: \$0.6M
- Full fees covered: \$4.0M
- Up to 5 credits of GRA tuition return: \$1.4M
- GTA/GSA tuition benefit savings to Central: (\$1.1M)
- Philanthropy efforts for University fellowships: \$40K
- TOTAL ANNUALLY: \$5M

##### Remedial (parity with peers)

*Reasoning:* This scenario builds on the Stopgap scenario and brings graduate student effective income to the level of peer institutions and

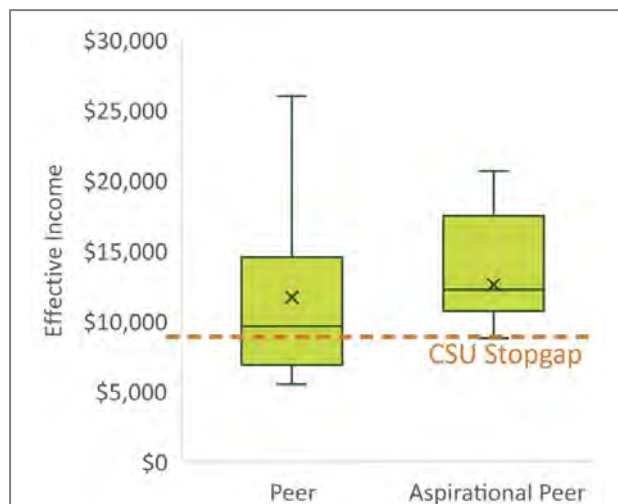


Fig. 2. Under the Stopgap scenario, the effective 9-month income of CSU graduate students (orange dotted line) compared to income of peer and aspirational peer graduate students. A difference of \$299/month remains between CSU and peers. Box plot definitions as in Figure 1. See Appendix C for definitions and details.

<sup>3</sup> Marshall, J.E. (CalState-Fresno), Murthy, P. (Mich Tech), and Tedesco, L. (Emory). (2021, July). Fundraising in a Time of Pandemic. Hot Topic Session at the Council of Graduate Schools Virtual Summer Workshop.





financial self-sufficiency through fee relief and increases to the minimum stipend. Increases to the minimum stipends for GRAs will need to be supplemented in the first three years until new grants can include the increased stipend rate. This scenario includes raising the minimum stipend, so it also increases GRA tuition return to maintain financially favoring GRAs compared to post-doctorates. This scenario also helps create parity between colleges with more GTAs and those with more GRAs by providing mechanisms to both increase GTA stipends and offset higher GRA expenses.

- Fulbright and Foundation supplemental funding: \$0.6M
- Full fees covered: \$4.0M
- Up to 9 credits of GRA tuition return \$5.9M
- GTA/GSA tuition benefit savings to Central: (\$1.1M)
- Philanthropy efforts for University fellowships \$40K
- Increase in minimum stipend that brings CSU 9-month effective income to the average effective income of **peer** institutions and provides financial self-sufficiency: \$4.8M plus \$1.4M one-time costs spread across 3 years for stipend supplement to new minimum for GRAs, which reduces as new grants come on line. These amounts include the increase in cost of living raises due to higher minimum stipends.
- TOTAL ANNUALLY: \$14.3M plus \$1.4M one-time costs spread across 3 years

#### Competitive (parity with aspirational peers)

*Reasoning:* This scenario builds on the Remedial scenario to create competitive GA compensation packages to improve recruitment of high quality applicants.

- Fulbright and Foundation supplemental funding: \$0.6M
- Full fees covered: \$4.0M
- Up to 9 credits of GRA tuition return: \$5.9M
- GTA/GSA tuition benefit savings to Central: (\$1.1M)
- Philanthropy efforts for University fellowships: \$40K
- Increase in minimum stipend that brings CSU 9-month effective income to the average effective income of **aspirational peer** institutions: \$5.7M plus \$2M one-time costs spread across 3 years for stipend supplements to new minimum for GRAs, which reduces as new grants come on line. These amounts include the increase in cost of living raises due to higher minimum stipends.
- TOTAL ANNUALLY: \$15.2M plus \$2M one-time costs spread across 3 years

#### Aspirational

*Reasoning:* This scenario builds on the Competitive scenario to create even more attractive GA compensation packages to improve recruitment. It is also likely to decrease time to completion by providing support for the highly productive summer period.

- Fulbright and Foundation supplemental funding: \$0.6M
- Full fees covered: \$4.0M
- Up to 9 credits of GRA tuition return: \$5.9M
- GTA/GSA tuition benefit savings to Central: (\$1.1M)
- Philanthropy efforts for University fellowships: \$40K





- Increase in minimum stipend that brings CSU 9-month effective income to the average effective income of **aspirational peer** institutions: \$5.7M plus \$2M one-time costs spread across 3 years for stipend supplements to new minimum for GRAs, which reduces as new grants come on line. These amounts include the increase in cost of living raises due to higher minimum stipends.
- Summer salary to provide 12-month incomes to 9-month GA's: \$9.9M
- TOTAL ANNUALLY: \$25M plus \$2M one-time costs spread across 3 years

## V. Budget Planning

Employment of the recommended strategies will require significant infusion of new base funding, achievable with a multi-year, phased approach. For example, over an 8-year period, the investments in Table 1 would reach strategic graduate student support levels. The phased approach adds an additional cost of \$5.2M to the estimates presented in Section IV due to cost-of-living increases during the period before the scenario is implemented.

Table 1. Multi-year, phased budget model\*

	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Stopgap	3M	2M						
Remedial			3.9M	4M	4.1M			
Competitive					2.1M			
Aspirational						4.3M	4.5M	4.7M
One-time Cost	0	0	0.6M	0.6M	1.4M	0	0	0
Incremental Base	3M	2M	3.4M	3.4M	4.9M	4.3M	4.5M	4.7M
Cumulative Base	3M	5M	8.4M	11.8M	16.7M	21M	25.5M	30.2M

\*The financial model used in Table 1 assumes a flat graduate student population as enrollment has varied by less than 8% over the last five years and is highly impacted by difficult to predict national economic factors. The financial model also assumes no changes to current tuition and fee costs as these costs do not change in a regular way. The financial model does include a 4% cost-of-living increase to stipends each year since 2020 when data for the model were collected as this is the current rate of increase to stipends and is unlikely to change.





## **Appendix A: OVPR Support Letter**

February 24, 2021

Office of the Vice President for Research  
203 Administration Building  
Fort Collins, Colorado 80523-2001  
Phone: (970) 491-7194  
FAX: (970) 491-5541  
[research.colostate.edu](http://research.colostate.edu)

Office of the President  
102 Administration Building  
0100 Campus Delivery  
Fort Collins, CO 80523-0100

Dear President McConnell:

Graduate students play a fundamental role in the success of the research and scholarly enterprise at Colorado State University. We recognize that graduate students are an important force propelling the research engine of CSU, and hence directly impact research productivity and expenditures in a significant way. Hence, strong graduate programs are critical to the advancement of CSU's mission, stature, and success as a Carnegie Tier 1 Research University.

My office has serious interest in growing our already excellent research and scholarly enterprise to the benefit of the university. Such growth requires increased recruitment of highly qualified Ph.D. and M.F.A. students and their retention. Timely completion of research and artistic deliverables coincides with decreased time to degree for Ph.D. and M.F.A. students. Hence, efforts to increase recruitment and retention and to decrease time to degree naturally align with the mission of the Vice-president for Research Office.

For these reasons, I strongly support the recommendations found in the Graduate Assistantship Compensation Proposal contributed by the Graduate School. Improved graduate assistantship compensation will reduce barriers to application, allowing for growth of the graduate student population. It will also make CSU more competitive for the best applicants. Finally, it will reduce financial stress for graduate students and support focused time for research, will improve research productivity while reducing time to degree completion.

Sincerely,

Dr. Alan S. Rudolph  
Vice President for Research





## **Appendix B: Graduate Student Council Support Letter**

Graduate student stipends are a core component of one's experience during graduate school. The compensation that a student receives for their work dictates where they can live, their mode of transportation, how quickly they pay off student loans, whether they can avoid debt, and their ability to take a vacation or visit loved ones. Stipends directly reflect and impact their quality of life.

Concurrently, graduate students are themselves a core component of Colorado State University. Their work brings in hundreds of millions in research expenditures. They assist with teaching and often directly teach the undergraduates that the university serves to instruct. CSU has a fantastic body of teaching assistants and research assistants who are engaged and productive. They travel, present research, and directly represent the Colorado State University name to the world. Graduate students manage these achievements despite financial struggle. Many cannot make ends meet and fall short of satisfying their basic needs. Ultimately and unfortunately, the level of compensation that CSU graduate students receive falls short of accurately reflecting their contribution to CSU's commitment to excellence.

For these reasons, the Graduate Student Council is stating emphatic and overwhelming support for the Graduate Assistant Stipend Report from the Graduate School. The Council feels that the report outlines a number of measures addressing graduate student's priorities. In particular, student fees are a common touch point of stress. Fees at CSU are high compared to our peer and aspirational institutes, and the frontloaded cost is often prohibitive for the many graduate students who live from paycheck to paycheck. Covering these fees as an additional compensation would solve this issue. Students who do not receive summer pay are also a high priority for the council, as these students often must find secondary jobs unrelated to their program, disrupting their ability to effectively complete their degree. The Council wishes to make clear their support for the "Aspirational" plan. The aspirational level scenario emphasizes what most within the university system feel and know – if CSU wishes to remain competitive as an R1 research institution, then graduate student stipends need to increase.

Improvements to graduate student compensation will directly benefit the University in many ways. Alleviation of financial stress will undoubtedly boost productivity, improve mental health, and lead to fewer program incompletions and reduce overall time-to-graduation. However, all of this is secondary to a broader truth. Graduate students embarked on a journey of self-betterment. They are future and current leaders who will use their education to improve our society. Ensuring they receive adequate compensation for their efforts is simply the right thing to do.

Sincerely,

Co-Presidents Matthew Saxton and Lindsay Winkenbach  
Graduate Student Council





## Appendix C: Compensation Package and Cost of Living Comparison to Peers and Aspirational Peers

Table C1. Compensation Package and Cost of Living Determinants for CSU, Peers, and Aspirational Peers. Methodology for income calculations from Card et al. 2020<sup>4</sup>.

Institution	Minimum stipend per month	General fees per semester	Housing per month <sup>C</sup>	State Income Tax	Standardized Cost of Living <sup>D</sup>	Raw Income 9-month <sup>E</sup>	Effective Income 9-month <sup>F</sup>
<b>CSU</b>	\$1690	\$880	\$625	4.6%	1.01	\$7,122	\$7,032
<b>Peer Institutions<sup>A</sup></b>							
Iowa State University	\$2092	\$220	\$450	5.6%	0.91	\$13,278	\$14,540
Kansas State University	\$2889	\$236	\$485	5.3%	0.91	\$19,798	\$21,680
Michigan State University	\$1520	\$22	\$455	4.3%	0.93	\$8,961	\$9,637
North Carolina State University	\$2050	\$430	\$600	4.8%	0.93	\$11,314	\$12,168
Oregon State University	\$1980	\$629	\$608	9.0%	0.92	\$9,487	\$10,389
Purdue University	\$1287	\$392	\$436	4.3%	0.93	\$6,376	\$6,857
University of California, Davis	\$4596	\$718	\$755	6.0%	1.18	\$30,651	\$26,001
University of Illinois, Urbana-Champaign	\$1111	\$298	\$431	4.9%	0.91	\$5,029	\$5,507
University of Tennessee	\$1333	\$639	\$458	0.0%	0.92	\$6,597	\$7,095
Virginia Polytechnic Institute and State University	\$1523	\$539	\$497	5.8%	0.92	\$7,369	\$7,925
Washington State University	\$1253	\$513	\$440	0.0%	0.91	\$6,291	\$6,889

<sup>4</sup> Card, D.R., Sussman, H.S., and Raghavendra, A. 2020. The financial dilemma of students pursuing an atmospheric science graduate degree in the United States. Bulletin of the American Meteorological Society 101: E1524-E1536.





Aspirational Peers <sup>B</sup>							
University of Colorado	\$2531	\$764	\$858	4.6%	1.10	\$12,474	\$11,383
Cornell University	\$3115	\$43	\$586	6.2%	1.10	\$20,934	\$19,103
Ohio State University	\$1920	\$174	\$496	3.3%	1.01	\$11,898	\$11,747
Pennsylvania State University	\$2079	\$265	\$477	3.1%	1.01	\$13,314	\$13,145
Rutgers University	\$2943	\$217	\$885	3.5%	1.01	\$17,161	\$16,944
University of Arizona	\$3000	\$457	\$475	3.34%	1.01	\$20,909	\$20,644
University of Florida	\$1777	\$0	\$485	0.0%	0.91	\$11,628	\$12,733
University of Maryland	\$989	\$418	\$875	4.8%	1.26	(\$232)	(\$184)
University of Minnesota	\$2177	\$454	\$697	6.8%	1.26	\$11,080	\$8780
University of Missouri	\$1821	\$551	\$447	5.4%	0.91	\$10,379	\$11,365

<sup>A</sup>Institutions from CSU Board of Governor's peer list with all required data available

<sup>B</sup>Public, land grant institutions; member of the Association of American Universities, all required data available

<sup>C</sup>Half of a two-bedroom rental in the same county as the institution from the Fair Market Rent data by the U.S. Department of Housing and Urban Development

<sup>D</sup>M&IE rate standardized by average M&IE rate. M&IE Rates for the same city as the institution from the U.S. General Services Administration. (M&IE = Meals and Incidental Expenses)

<sup>E</sup>Stipend\*9-(Fees\*2+Housing\*9+Stipend\*Tax\*9)

<sup>F</sup>Raw income/Standardized cost of living

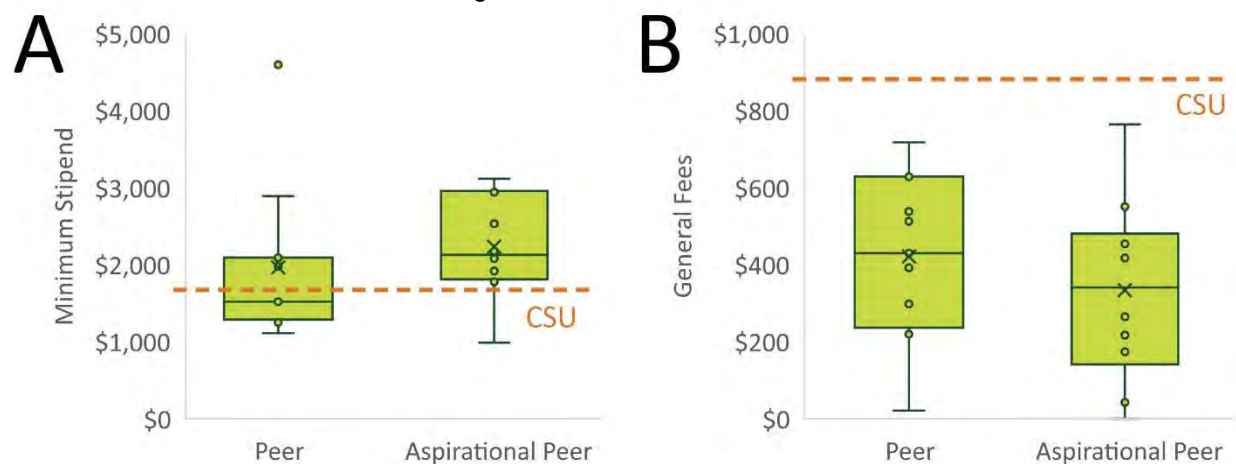


Figure C1. Comparison of current (A) Minimum stipend and (B) General Fees among CSU, peer institutions, and aspirational peer institutions. Box plot definitions as in Figure 1. Definitions of peer and aspirational peer institutions in Table C1 footnotes.





## **Appendix D: Description of committee formation and process**

This report was prepared by a committee with representation from the Graduate School: Mary Stromberger, Dean; Colleen Webb, Associate Dean; Dustin Grantham, Financial Operations Coordinator and representative associate deans/directors from potentially highly-impacted units: Michael Carolan, Associate Dean for Research and Faculty Affairs, College of Liberal Arts; Sonia Kreidenweis, Research Associate Dean, Walter Scott, Jr. College of Engineering; Simon Tavener, Executive Associate Dean for Academics, College of Natural Sciences; Stu Tobet, Director, School of Biomedical Engineering.

Once a full draft report was prepared, the committee sought and incorporated feedback from impacted stakeholders including: Graduate Student Council; Graduate Education Council; Council of Research Associate Deans, including Vice President for Research Alan Rudolph; Provost and Council of Deans; Committee on Scholarship, Research, and Graduate Education (CoSRGE, a subcommittee of Faculty Council); and the Office of Diversity.

The committee was formed in September 2020 and a report outline was completed. The committee completed the full draft report in October 2020. During November and December 2020 and January 2021, the report was shared with stakeholders and input was gathered. Input was incorporated, and the report was finalized in February 2021.





## **Appendix E: 2020 Council of Research Associate Deans Stipend Report**

### **Analysis of Graduate Assistant Stipends Colleen T. Webb, Associate Dean, Graduate School October 18, 2019**

#### **Purpose**

The intent of this analysis is to better understand the level of support to Graduate Assistants (GAs) via stipends at Colorado State University. Appropriate benchmarks for stipends may include the University of Colorado, Boulder due to close proximity and similar cost of living and the “gold-standard” National Science Foundation Graduate Research Fellowship Program award. The average stipend at CU-Boulder is ~\$2500/month or \$30,000 annually (CUGS and UGGS 2019). The NSF GRFP stipend is \$2833/month or \$34,000 annually. Note that the Federal Poverty Level for a family of three in Colorado is \$1777/month or \$21,324 annually. The CSU minimum stipend is above the poverty level for a family of one (\$1,040/month) or two (\$1409/month), but below the poverty level for a family of three and a single person would still qualify for multiple state aid programs.

#### **Underlying Data**

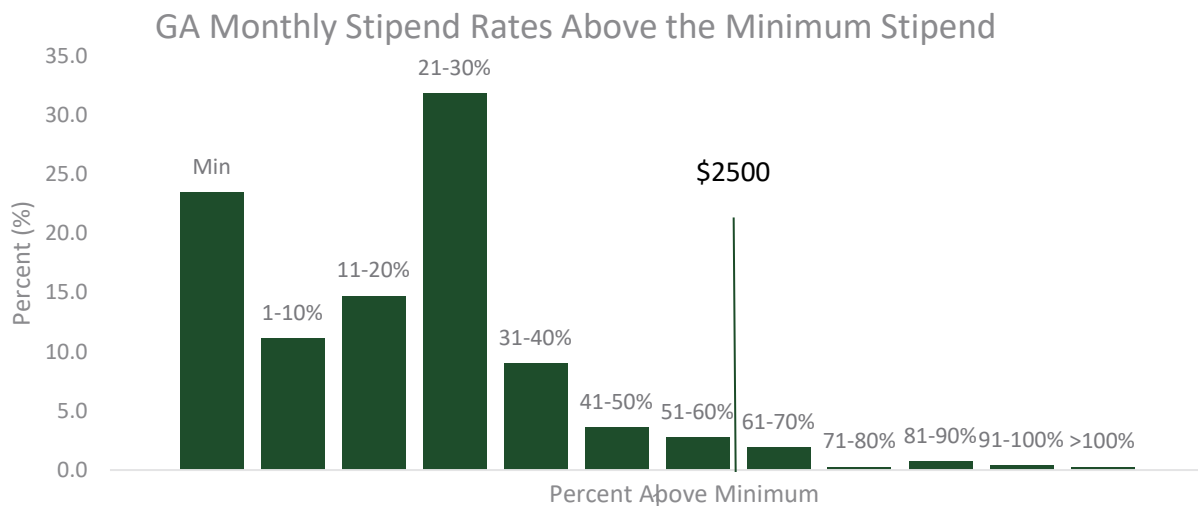
Data included in this analysis consist of Fall 2018 GA stipend values across all individuals employed as any type of GA at that time. Graduate Assistants include Graduate Research Assistants (GRA), Graduate Teaching Assistants (GTA), and Graduate Special Assistants (GSA).



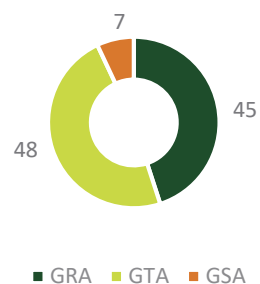


## University Level (1883 GAs)

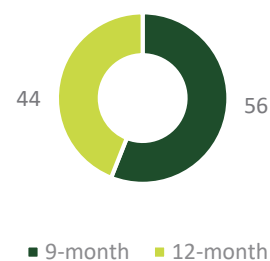
Minimum Stipend	
GRA	\$1624
GTA	\$1624
GSA	\$1624
Median Stipend	
GRA	\$2027
GTA	\$1925
GSA	\$1624
Maximum Stipend	
GRA	\$3828
GTA	\$3746
GSA	\$2125
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$398,148/month
GTA	\$556,174/month
GSA	\$113,930/month



## Percent GA Type



## Percent Appointment Length







	Overall	CoAg	CoB	CoE	HHS	CLA	CNS	CVMB	WCNR	Other
<b>Master's Stipends</b>										
Minimum	1624	1624	1624	1624	1624	1624	1742	1624	1624	1624
Median	1725	1624	1624	1800	1624	1624	1959	2027	1784	1624
Maximum	3181	3181	1624	2667	2236	2222	3130	2733	3135	2981
Count	862	72	59	136	76	205	164	14	72	63
<b>Doctorate Stipends</b>										
Minimum	1624	1624	N/A	1624	1624	1926	1624	1624	1624	1624
Median	2030	1900	N/A	2071	1850	2173	2030	2027	2000	2000
Maximum	2828	3000	N/A	3737	2236	2173	3167	3746	3828	2249
Count	994	77	0	212	47	63	438	72	67	18

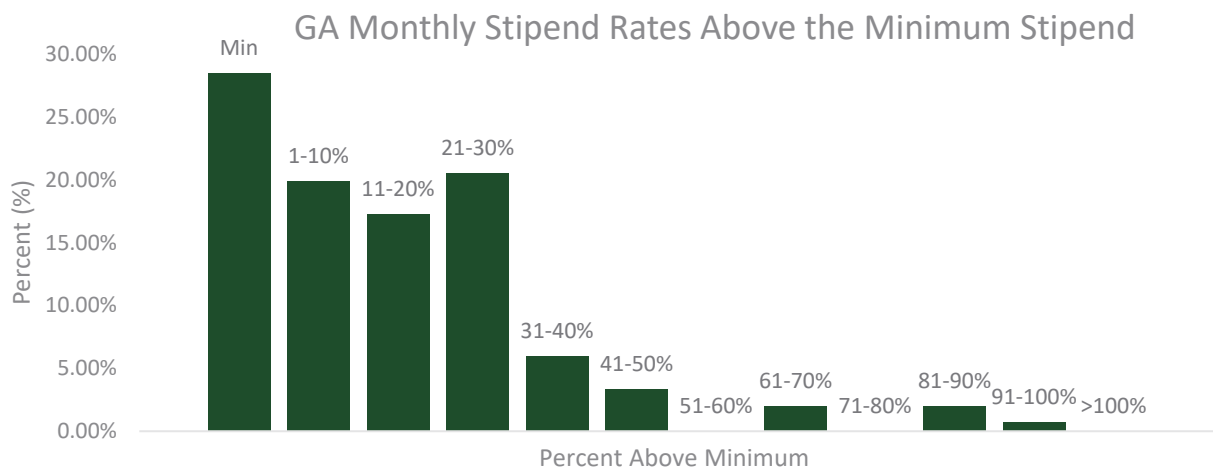
\*Note that GRAs are the highest paid GA. 55% of PhDs are GRAs; 33% of Master's are GRAs



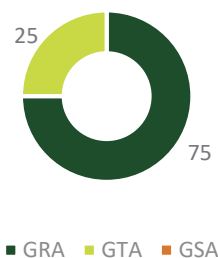


## College of Agricultural Sciences (150 GAs)

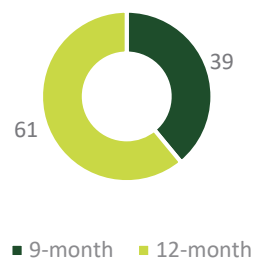
Minimum Stipend	
GRA	\$1624
GTA	\$1624
GSA	N/A
Median Stipend	
GRA	\$1800
GTA	\$1724
GSA	N/A
Maximum Stipend	
GRA	\$3181
GTA	\$2153
GSA	N/A
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$70,029/month
GTA	\$26,008/month
GSA	N/A



Percent GA Type



Percent Appointment Length

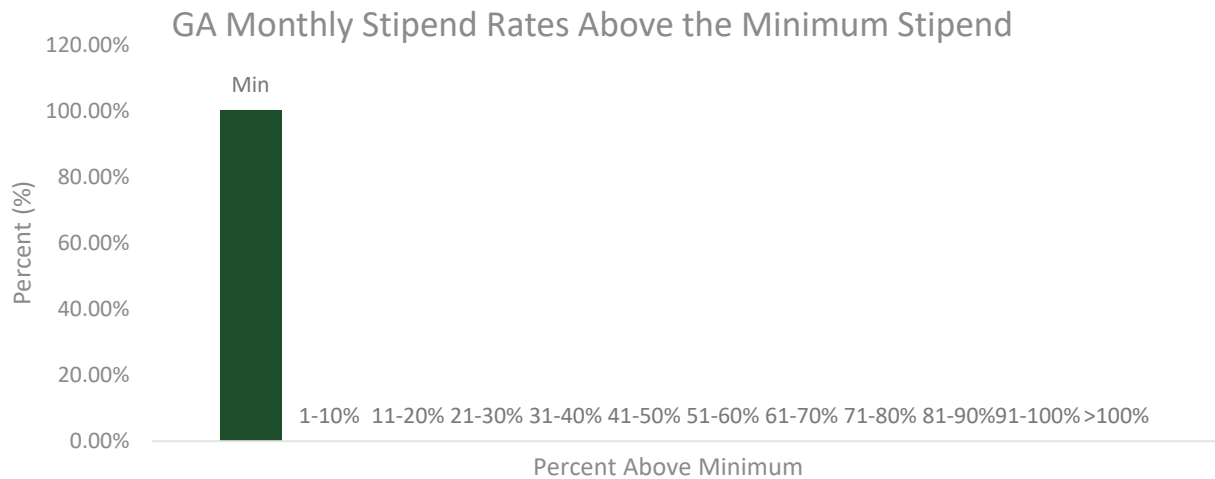




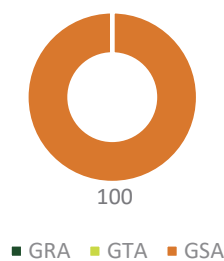


## College of Business (60 GAs)

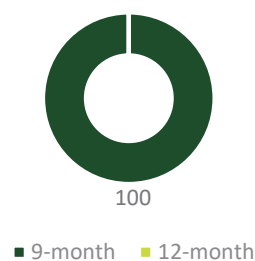
Minimum Stipend	
GRA	N/A
GTA	N/A
GSA	\$1624
Median Stipend	
GRA	N/A
GTA	N/A
GSA	\$1624
Maximum Stipend	
GRA	N/A
GTA	N/A
GSA	\$1624
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	N/A
GTA	N/A
GSA	\$52,560/month



### Percent GA Type



### Percent Appointment Length

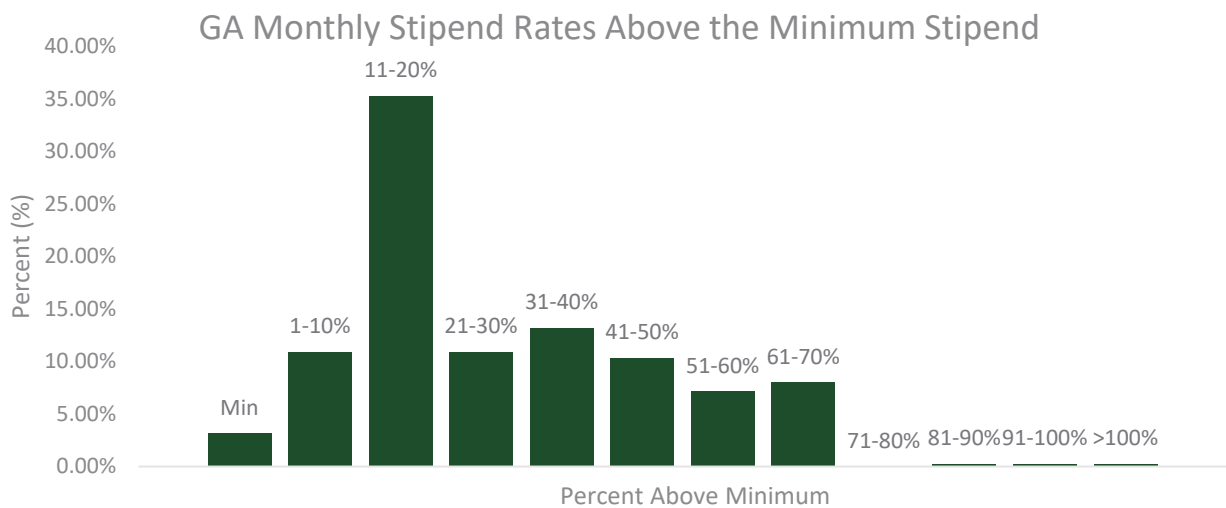




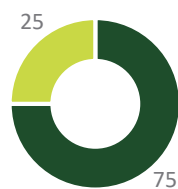


## Walter Scott, Jr. College of Engineering (348 GAs)

Minimum Stipend	
GRA	\$1624
GTA	\$1625
GSA	N/A
Median Stipend	
GRA	\$2000
GTA	\$1850
GSA	N/A
Maximum Stipend	
GRA	\$3737
GTA	\$2605
GSA	N/A
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$109,598/month
GTA	\$48,645/month
GSA	N/A

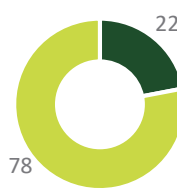


Percent GA Type



■ GRA ■ GTA ■ GSA

Percent Appointment Length



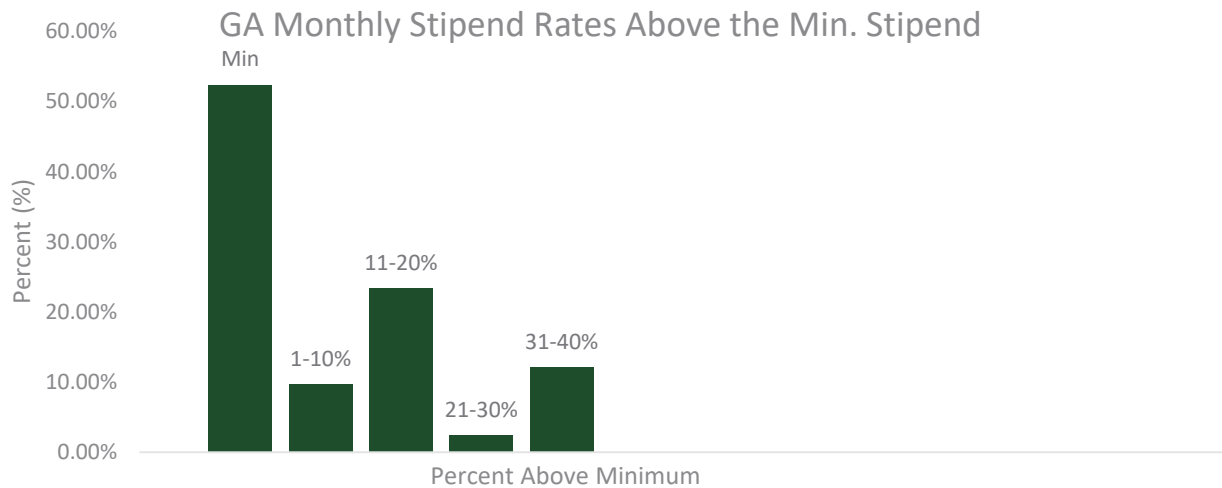
■ 9-month ■ 12-month



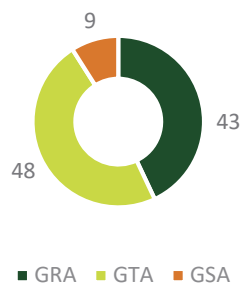


## College of Health and Human Services (124 GAs)

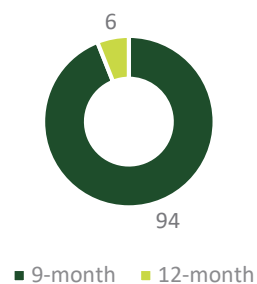
Minimum Stipend	
GRA	\$1624
GTA	\$1624
GSA	\$1624
Median Stipend	
GRA	\$1650
GTA	\$1624
GSA	\$1683
Maximum Stipend	
GRA	\$2236
GTA	\$2236
GSA	\$1683
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$37,807/month
GTA	\$45,028/month
GSA	\$8,405/month



Percent GA Type



Percent Appointment Length

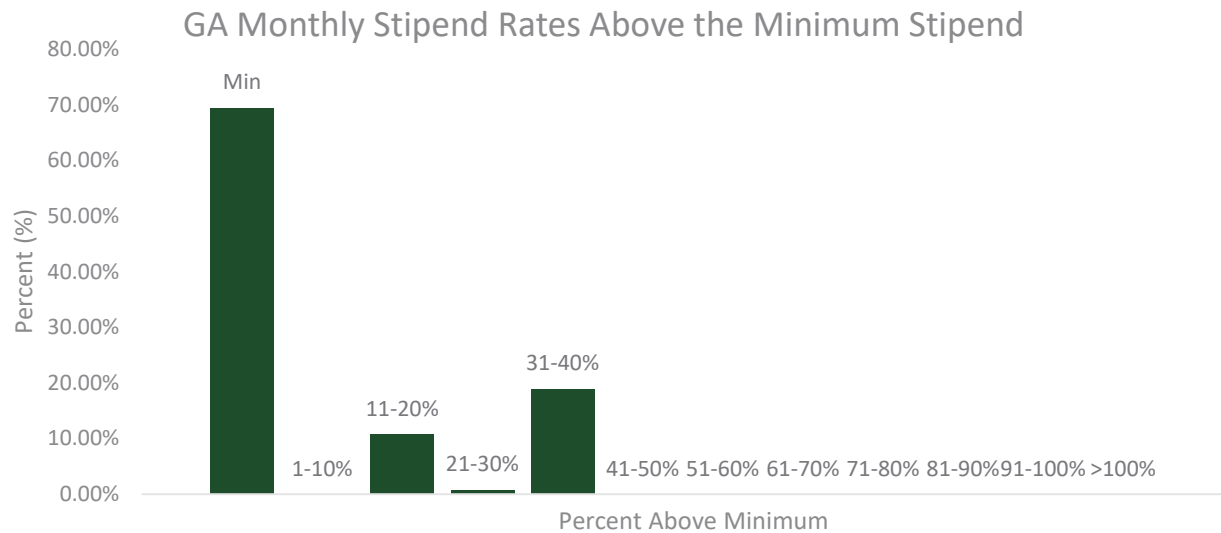




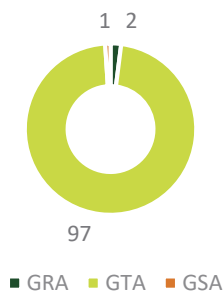


## College of Liberal Arts (269 GAs)

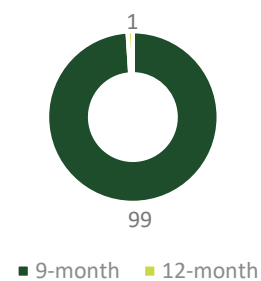
Minimum Stipend	
GRA	\$1926
GTA	\$1624
GSA	\$1624
Median Stipend	
GRA	\$2106
GTA	\$1624
GSA	\$1624
Maximum Stipend	
GRA	\$2173
GTA	\$2222
GSA	\$1624
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$2,508/month
GTA	\$458,369/month
GSA	\$1,752/month



Percent GA Type



Percent Appointment Length

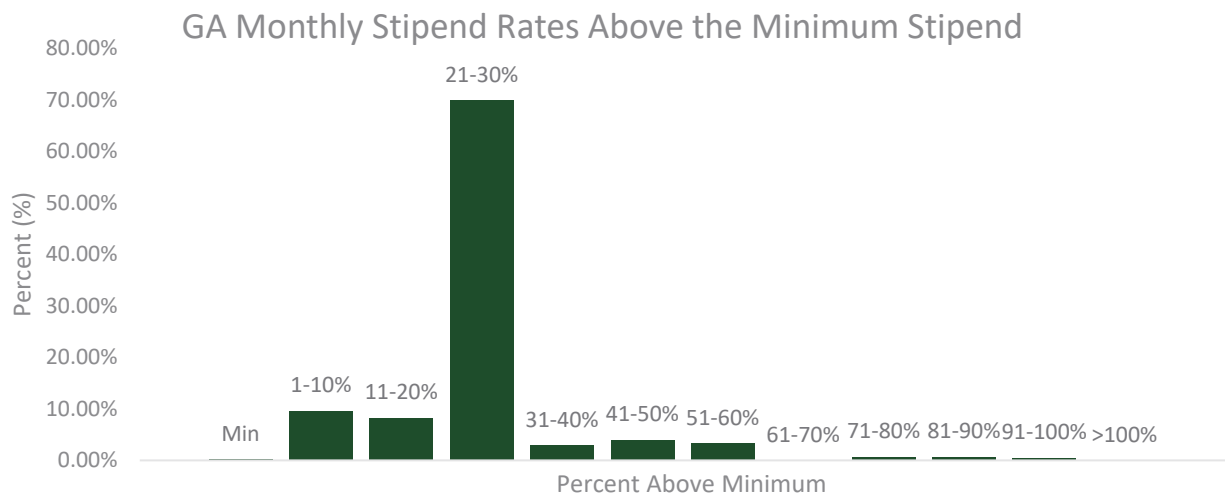




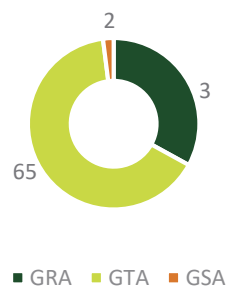


## College of Natural Sciences (605 GAs)

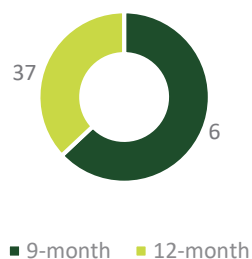
Minimum Stipend	
GRA	\$1624
GTA	\$1742
GSA	\$1742
Median Stipend	
GRA	\$2030
GTA	\$2030
GSA	\$1742
Maximum Stipend	
GRA	\$3130
GTA	\$3167
GSA	\$2025
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$80,738/month
GTA	\$192,580/month
GSA	\$7,872/month



Percent GA Type



Percent Appointment Length

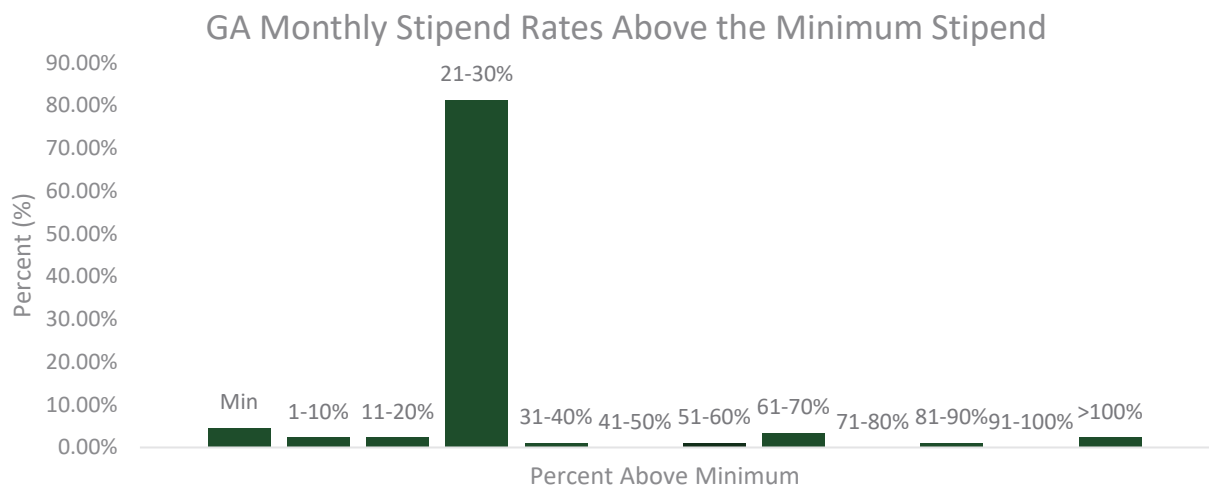




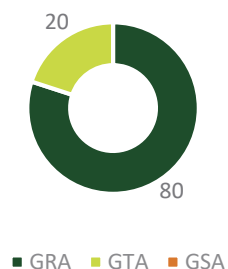


## College of Veterinary Medicine & Biomedical Sciences (86 GAs)

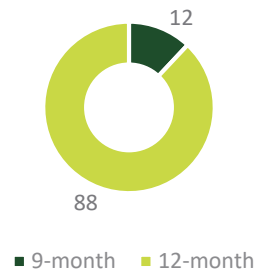
Minimum Stipend	
GRA	\$1624
GTA	\$1624
GSA	N/A
Median Stipend	
GRA	\$2027
GTA	\$2027
GSA	N/A
Maximum Stipend	
GRA	\$3498
GTA	\$3746
GSA	N/A
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$32,652/month
GTA	\$7,025/month
GSA	N/A



Percent GA Type



Percent Appointment Length

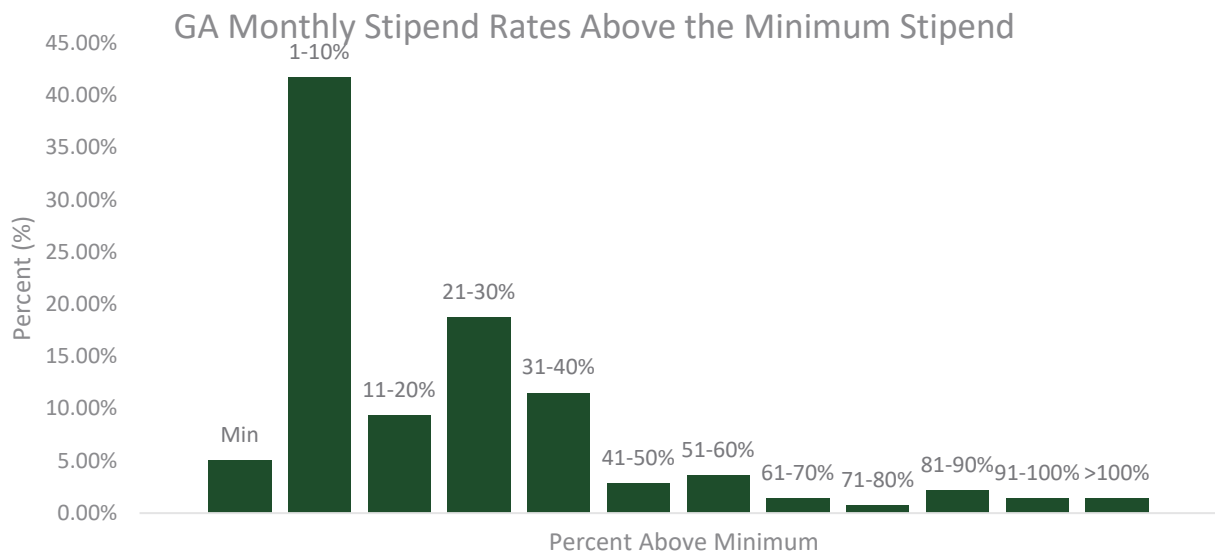




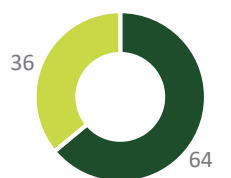


## Warner College of Natural Resources (139 GAs)

Minimum Stipend	
GRA	\$1624
GTA	\$1750
GSA	N/A
Median Stipend	
GRA	\$2000
GTA	\$1750
GSA	N/A
Maximum Stipend	
GRA	\$3828
GTA	\$1750
GSA	N/A
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$38,541/month
GTA	\$87,500/month
GSA	N/A

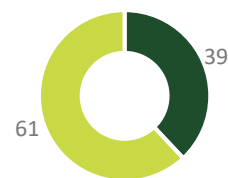


### Percent GA Type



■ GRA ■ GTA ■ GSA

### Percent Appointment Length



■ 9-month ■ 12-month

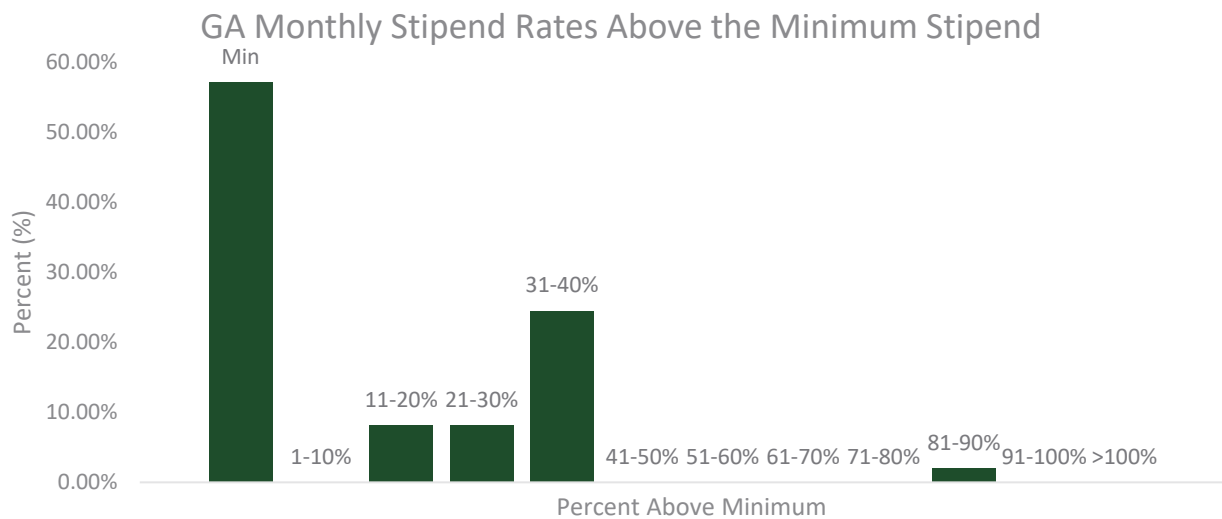




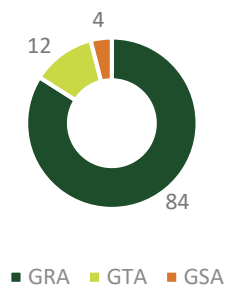
## Other-Academic (49 GAs)

This category includes Natural Resource Ecology Laboratory, Cooperative Fish and Wildlife Research Unit, Colorado Natural Heritage Program, Graduate Program in Public Health, and Center for Environmental Medicine.

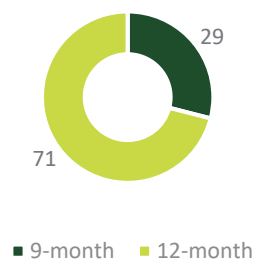
Minimum Stipend	
GRA	\$1624
GTA	\$1624
GSA	\$1624
Median Stipend	
GRA	\$2027
GTA	\$1624
GSA	\$1624
Maximum Stipend	
GRA	\$2981
GTA	\$1624
GSA	\$1624
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$25,022/month
GTA	\$5,256/month
GSA	\$1752/month



Percent GA Type



Percent Appointment Length



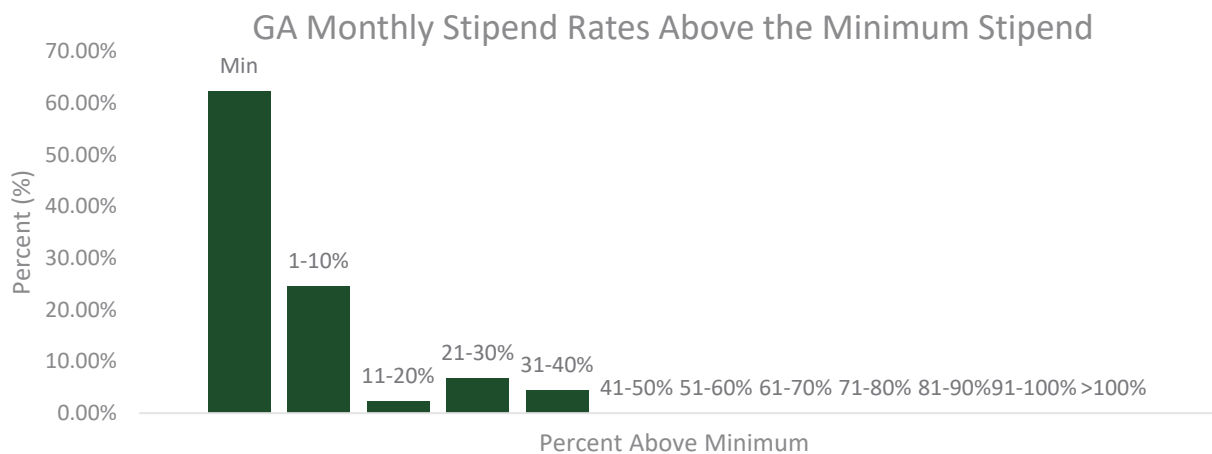




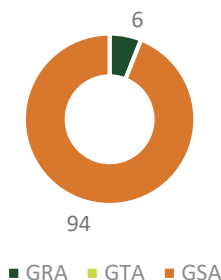
## Other – Service (53 GAs)

This category includes Academic Computing and Networking Service, Continuing Education, Residence Life, Apartment Life, Lory Student Center, Adult Learners and Veterans Services, Off-campus Life, Student Leadership, VP for Student Affairs, International Programs, INTO, Student Resolution Center.

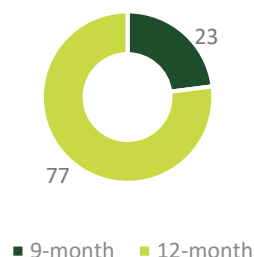
Minimum Stipend	
GRA	\$1900
GTA	N/A
GSA	\$1624
Median Stipend	
GRA	\$2000
GTA	N/A
GSA	\$1624
Maximum Stipend	
GRA	\$2000
GTA	N/A
GSA	\$2125
Amount Needed to Bring Minimum Stipend to \$2500/month	
GRA	\$1,600/month
GTA	N/A
GSA	\$41,589/month



Percent GA Type



Percent Appointment Length







## Stipends at Peer Institutions

All data from 2017 or later

Institution	Minimum Stipend	Set Stipend	Example Stipends
Iowa State University	\$2042		
Kansas State University		GTA - \$1735 GRA - \$2032	
Michigan State University		\$1588-\$2006	
North Carolina State University			\$580-\$4800 Min set by min wage
Oklahoma State University	\$1690		
Oregon State University		\$1922	
Purdue University	\$1667		
Texas A&M University			\$2300-\$2500 STEM
University of California, Davis		\$3457	
University of Illinois, Urbana-Champaign	\$1817		
University of Tennessee		\$1067-\$1600	
Virginia Polytechnic Institute and State University		\$1517-\$4233	
Washington State University			\$1704 Liberal Arts \$2206 STEM

## Process at University of Colorado, Boulder

**Participants:** The Graduate School, the United Government of Graduate Students, and the Office of Budget and Fiscal Planning

**Timeline:** From 2018-2019. Met 2 semesters to develop draft report followed by 60-day community comment period. Final report submitted to administration, and administration provided written response 30 days later.

**Prior Investment:** CU Boulder invested more than \$8 million from 2016-2018 in graduate student funding. Base stipends increased ~6% per year over this 4-year period.





- Increased base stipend rates to \$22,781.44 for 50% 9 month position (\$2531/month)
- Eliminated course and program fees
- Eliminated athletic fee
- Covered summer transit passes
- Increased health insurance subsidy to 91% of total cost
- Adjusted payment schedule for students so that first paycheck received end of August

#### **Identified Priorities for Future:**

- Reduce and/or remit mandatory student fees to alleviate grad students' financial burden
- Expand health care service to increase access and coverage and reduce the cost of health care services with emphasis on mental wellness
- Increase stipends to bridge any existing gap between cost of living and stipends

Additional priorities identified but outside of task force scope

- Parental leave
- Raising health insurance subsidy to 100%
- Affordable housing options
- Establishing/reinforcing workload norms

#### **Responses:**

- Community comments showed enthusiastic support for fee waiver recommendation
- Administration is prioritizing fee waivers and working towards this

#### **Sources:**

Final Report on Graduate Task Force on Stipends and Benefits August 28, 2019

[https://www.colorado.edu/graduateschool/sites/default/files/attached-files/graduate\\_task\\_force\\_report\\_final\\_8.28.2019\\_copy.pdf](https://www.colorado.edu/graduateschool/sites/default/files/attached-files/graduate_task_force_report_final_8.28.2019_copy.pdf)

Written response of Executive Vice Provost for Academic Resource Management

<https://www.colorado.edu/today/2019/09/17/executive-vice-provost-schmiesing-graduate-task-force-stipends-and-benefits-completes-its>



# CSU System Treasury





# CSU SYSTEM TREASURY PERFORMANCE

Colorado State University System  
Operating Portfolio  
December 31, 2022

	Market Value Dec 31, 2021	Market Value June 30, 2022	Market Value Sept 30, 2022	Market Value Dec 31, 2022	Gain/Loss Since Inception	Returns		
						Last Quarter	Last 6 months	Last Year
<b>Tier 1</b>								
State Treasury Pool *	380,994,461	448,319,106	555,531,531	302,177,291		0.65%	1.07%	1.67%
Less scoop and toss cash <sup>(1)</sup>	(97,924,768)	(152,983,972)	(174,769,914)	(561,644)				
State Treasury Pool Actual	283,069,693	295,335,134	380,761,617	301,615,648				
US Treasuries <sup>(1)</sup>								
Money Market Funds	61,340,276	61,289,392	61,521,237	61,878,168		0.75%	1.15%	1.25%
3-mo T-Bill						0.84%	1.31%	1.46%
<b>Tier 2</b>								
Separately Managed - BBH	59,347,825	56,895,089	55,879,831	56,614,299	1,614,299	1.38%	-0.38%	-4.35%
Bloomberg Gov/Cred 1-5 Yr						1.20%	-0.99%	-5.50%
<b>Tier 3</b>								
Fidelity 500 Index	126,946,972	101,599,898	96,634,697	103,936,274	31,736,274	7.56%	2.30%	-18.13%
S&P 500 Index						7.56%	2.31%	-18.11%
Vanguard Extended Market Index	38,527,321	27,710,440	26,954,321	28,333,184	4,233,184	5.12%	2.25%	-26.46%
Vanguard Spliced Ext Mkt Index						5.08%	2.16%	-26.54%
Vanguard Total Intl Stock Index	88,583,732	72,502,726	64,880,245	74,428,724	5,828,724	14.72%	2.66%	-15.98%
Vanguard Spliced Intl Index						14.14%	3.11%	-16.10%
Separately Managed - PGIM	115,769,874	102,377,433	97,187,942	99,296,772	(2,912,058)	2.26%	-2.93%	-14.08%
Bloomberg Aggregate						1.87%	-2.97%	-13.01%
Total Operating Less State Treasury Pool	\$ 490,515,999	\$ 422,374,978	\$ 403,058,272	\$ 424,487,420	\$ 40,500,422	5.37%	0.56%	-13.35%
Total Operating Portfolio	\$ 773,585,692	\$ 717,710,112	\$ 783,819,890	\$ 726,103,068	\$ 40,500,422			
Less Rural Colorado and Student Success Initiatives					(21,000,000)			
Less Presidential Separation					(1,500,000)			
Less Interest Earnings Distributed to CSU-Fort Collins					(17,708,945)			
Total Undistributed Gain/Loss					\$ 291,477			
*Return represents "net credit rate" from State Treasury Pool								
<sup>(1)</sup> \$175M of scoop and toss cash invested in a Treasury Note in November 2022								

## Investment Objectives

- Maintain sufficient liquidity for daily and on-going operations of the University
- Preserve principle consistent with liquidity constraints, recognizing market fluctuations will cause value to change over time
- Control costs of administrating and implementing the portfolio
- Diversify investments.
- Comply with requirements of the self-liquidity commercial paper program

## Tier 1

- Daily operating Funds: Maturities of one year or less with high credit quality.

## Tier 2

- Contingency: Reserve or back-up assets if Tier 1 is insufficient. Investment grade securities with up to 5 year maturity.

## Tier 3

- Diversified: Represents the portion of cash that is not expected to be used within the near term.





# CSU System Treasury Update

- Operating Portfolio Performance less State Treasurer Pool (daily liquidity)
  - Market value as of September 30, 2022: \$424,487,420
    - -13.35% return for the last year (January – December 2022)
    - 0.56% return for the last 6 months (June – December 2022)
    - 5.37% return for the last quarter (September – December 2022)
- The State Treasurer Pool distributed a “net credited rate” of 1.67% over the last year (December 2021 - November 2022). As of December 31, 2022, there was \$562K of scoop and toss cash at the State Treasury. Maturity of the scoop and toss debt is March 1, 2024.

In November 2022, \$175M of scoop and toss cash was pulled from State Treasury and invested in a Treasury Note
- The portfolio has grown by \$40.5M in gains since inception, July 2018. Of the gains, \$21M has been earmarked to fund the Board of Governors’ initiatives for Rural Colorado and Student Success, \$1.5M has been earmarked to fund the presidential separation for Joyce McConnell and \$17.7M has been distributed to CSU-Fort Collins in interest earnings, leaving \$291K of undistributed gains.
- The next Investment Advisory Committee meeting is January 26, 2023



# Section 5

## *Colorado State University Reports*

- Colorado State University Student Representative's Report
- Colorado State University Faculty Representative's Report
- Colorado State University President's Report





## Long-Sandoval Board of Governors Report

February 2023

Associated Students of Colorado State University (ASCSU)

### Executive Summary:

This report details the progress over the past few months within ASCSU and gives a broad overview of what the Long/Sandoval administration has completed since the last Board of Governors meeting. Additionally, we would like to congratulate and welcome President-Elect Amy Parson to the role of President of Colorado State University. We are excited to see someone with such an extensive history with CSU become its leader and are eager to see where she will take this university in the years to come.

All the best,

Robert (Rob) Long

CSU Student Body President





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## **ICWA Letter:**

ASCSU is currently in the process of drafting a letter to the Supreme Court regarding the US Supreme Court hearing arguments for the Indian Child Removal Act (ICWA). Mia Ritter, Senator for the Native American Cultural Center (NACC) and I have been working on seeking support from relevant Native American partners and Student Governments across the United States. The letter is expected to be sent by February 17th with signatures from the relevant Native American partners and Student Governments.

## **Groome Project:**

The Groome Project was a huge success over the Winter break, with over 1000 students served. This project has been a huge success over the past year and ASCSU will explore what its future looks like and how it will grow.

## **Anti Semitism Training for ASCSU:**

ASCSU will be seeking the help of the Advisory Council for Jewish Inclusion to go through an organization-wide training to help combat Anti Semitism on campus. This training will not only make ASCSU a more welcome place for historically oppressed groups, but also make CSU - Fort Collins a more welcoming place as well.

## **Rocky Mountain Student Media Corporation contract:**

Reviewing the Rocky Mountain Student Media Corporation contract, negotiations for the contract will be happening soon. Scheduling a meeting with Peter Waack, the CEO of RMSMC, regarding their current financial situation and how much of their budget they'd need from ASCSU for this next year. Meet with Lory Student Center director, Mike Ellis, regarding the contract to get his expertise and what he has seen work (and not work) for the contract over the years. Additionally, I plan to communicate ongoing updates regarding the contract with the relevant parties within ASCSU.



## **Department Updates**

### **Department of Finance:**

The Department of Finance has been busy maintaining contact with Registered Student Organizations (RSO) on campus and preparing for the busy season seen each spring. They also attended the Involvement Expo to advertise for the Board of Student Organization Funding (BSOF) and how RSOs can secure funding for events.

### **Department of Health:**

The Department of Health has been advocating for sexual health on campus and has been working with campus partners such as CREWS. Spread awareness of STI testing for students on campus and work with Health Network to get marketing. Organizing a blood drive on 1/31 for students at the Lory Student Center.

### **Department of Marketing:**

The Department of Marketing has been working on catching up with all departments requests for advertising material for projects. These projects include the Groome Project, City Council Action Committee, Martin Luther King Day materials, and an SDPS video project.

### **Department of State Law and Policy:**

The Department of State Law and Policy has been working on organizing a Day at the Capitol event where ASCSU and CSU Students will be going to Denver and meeting with public officials at the state level. Additionally, they are also working on finding ASCSU a lobbyist and Director Evan Welch will be speaking to parties who might be able to help in this effort.

### **Department of Environmental Affairs:**

The Department of Environmental Affairs is continuing to work on implementing a composting program within the LSC and meeting with LSC staff/directors to see feasibility of the project. Additionally, the xeriscaping project recently received a grant for the project, they will be working with Facilities Manager, David Hansen, to identify areas for xeriscaping and where improvements to the new development code can be made.



## **Department of Campus Community:**

Recently hired a new Director of Campus Community, Meron Sioum; with the previous Director Faith Largo resigning to graduate this past winter. Additionally, they also organized the IEEE ECE Career Fair this next spring and have reserved Ballrooms C/D in the Lory Student Center for the event. Working on organizing catering and advertising for the event to students.

## **Department of Academics:**

The Department of Academics has been working with Interim Provost Jan Nerger for the CSU Re-accreditation project; they will be organizing an open forum for students to attend and get input from them. Additionally, they will be meeting with Deans/academic heads of each college to understand the needs of students from each College.

## **Department of Traditions and Programs:**

The Department of Traditions and Programs has been busy working with an Ice Rink vendor for the Rams on Ice event this next spring. Additionally, they've also been creating posters for the forever green shirts and will be working with the Athletics department to pass out shirts at games this next year.

## **Department of Diversity and Inclusion:**

The Department of D&I is working on a video project for an SDPS video alongside the Marketing Department. The World Aids Day event over the past semester was really successful and will work to further improve the event for future years. Additionally, they are also working on organizing an End of Year celebration for the SDPS offices.



CSU Fort Collins Faculty update  
February 2, 2022

Andrew Norton, CSU-FC Faculty Board of Governors Representative

**Faculty, graduate student and staff compensation continues to be top of mind for faculty and staff**

The strong desire to improve faculty, graduate student and staff compensation continues. This remains the most common issue that faculty bring up.

Key points –

- The increase in the cost of living is greater than the annual salary exercise has been able to keep up with. For example, Denver inflation from 2014 to present is 28.3%. My salary has increased (and I have received  $\pm$  the mean merit raise since then) by 14%.

In the past year this difference between increased cost of living and increases in salaries has been particularly large.

- We are falling behind on Graduate Student compensation. Without graduate student teachers and researchers we cannot fulfill our research and teaching missions. We compete for the best graduate students on a national and international stage. With the high cost of living in Fort Collins we are not able to compete with our peer or aspirational institutions.

- Issues surrounding pay *equity* (are faculty and staff being paid equally for equal work) and *competitiveness* (are our salaries competitive locally and nationally) are central to this conversation. Most faculty recognize that these compensation issues affect every employee at CSU, but the impact is particularly acute for those in the lower paid positions.

We are also working with Vice President for University Operations Brendan Hanlon on whether there are more affordable options for parking for our employees that earn less than \$35,000.

**Faculty Council actions**

Since the last Board of Governors meeting faculty council has met once. Action taken includes the codification of a student bereavement policy and a change in the terminology we use for academic probation. The new bereavement policy permits students up to five days of bereavement leave to be requested through Student Case Management. This provides students the advantage of needing to work with only a single campus group instead of each individual faculty member, and provides faculty the advantage of not having to evaluate each student's requests. Prior to this catalog change CSU-FC did not have a student bereavement policy.

"Academic probation" is now referred to as "academic standing" in the CSU-FC Catalog, and students with cumulative GPAs less than 2.0 will be notified that they are on "academic watch" the first semester this occurs and "academic dismissal warning" the second semester. This change was made for two reasons. First, not all students understood what the term probation meant in this context and the term "academic dismissal warning" is more obvious and to the point. Second, the word probation has negative connotations and stereotypes, particularly for



some for some of our students of color, that are not helpful and do not align with the asset-based approaches that we use at CSU.

At this meeting there was also a lengthy discussion of finalist (now President) Parsons. Faculty Council voted to run an anonymous survey of all faculty and staff and present these results to the board. Results were forwarded to the Board on December 13, 2022.

### **Work on the five Faculty Council task forces continues.**

Task forces are intended to be quick, one semester long dives into emerging issues. Results and recommendations from task forces are then brought too faculty council for action. Current task forces are:

- Administrative Leave Task Force – Examining the policies and use of administrative leave for faculty and staff.
- Budget 101 to Capstone Task Force – Developing faculty understanding of University budgeting processes.
- Contracts Task Force – Analyzing the use of contracts for non-tenure track faculty.
- Innovative Directions Task Force – Engaging with the Faculty Council Committee on Strategic and Financial Planning to ensure faculty voice in plans and visioning.
- Shared Governance Task Force – Re-examining how of shared governance is articulated in the Academic Faculty and Administrative Professional Manual.

### **Other faculty and Faculty Council Activities**

#### **CSU-FC Accreditation**

CSU-FC is preparing for our decadal reaccreditation in 2024. Faculty and staff have completed the first phase of drafting our self-study document that will be sent to the accreditation team.

**Implementation of the new core curriculum Diversity, Equity and Inclusion requirement (aka 1C requirement).** The committee has finished its draft recommendations. These are out for review by interim Provost Nerger and FC executive committee.

**Annual survey and evaluation for the University Grievance Officer and University President** are underway. We anticipate completing the evaluation process by early – mid April.

**Faculty Council Executive team met with President Parsons and interim President Miranda on January 17.** We look forward to developing a strong and productive working relationship with President Parsons.

### **Other campus activities of note**

Each January The Institute of Learning and Teaching at CSU (TILT) holds the Professional Development Institute (PDI). In recent years this has been organized by Deborah Colbert. The PDI runs for three days the second week of January and contains a large number of 1 – 4 hour sessions on a wide variety of topics. This year there were 120 sessions covering topics as diverse



as how to use the New Alpine Supercomputer cluster based at University of Colorado Boulder, keeping up with changes to the Canvas Learning Management System, winter bicycling tips, SAFE LGBTQ awareness training or retirement planning. This year 806 faculty, graduate students and staff participated.

**ChatGPT.** This artificial intelligence program was released to the public late last year. It responds to text questions with surprisingly human-like written responses. This program, along with other AI programs we will see soon have the potential to dramatically change how we value writing as a society and will fundamentally change how and what we teach, with some news sources declaring the death of the college essay. The campus is just starting to address the issues this technology brings up. Stay tuned.



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

Board of Governors of the Colorado State University System

February 2, 2023

## **I. MAJOR HONORS AND AWARDS**

### **A. With new strategy, CSU sees increase in media coverage**

According to an end-of-year review conducted by CSU's Division of University Marketing and Communications, a strategic approach involving communications teams across campus resulted in more than a doubling of media coverage in top-tier publications and channels over the previous six months. By the end of 2022, hundreds of stories about CSU research, faculty members, and subject matter experts were appearing in outlets that include *The New York Times*, *Wall Street Journal*, *CNN*, *The Washington Post*, and others. The approach involved coordination with colleges and divisions to place increased emphasis on topics they identified as having the greatest value to their respective strategic plans and priorities, as well as the creation of long-term content calendars to plan and coordinate media pitches.

### **B. CSU Day at National Western Stock Show returns, brings visitors to completed CSU Spur campus**

From roping and riding to snapping a photo with CAM the Ram, CSU Day returned to the National Western Stock Show on Jan. 14. This year's stock show, the 117<sup>th</sup> in the series, was on track for record attendance, with opening day attendance of 60,000, exceeding the record of 57,000 attendees on opening day of the 100<sup>th</sup> anniversary event. CSU Day attendees this year were able to tour a completed CSU Spur campus following the opening of the Hydro building on Friday, Jan. 6, just a day before the stock show opened on Jan. 7. Hydro, which is focused on water, opened almost precisely a year after Spur started welcoming visitors with the Jan. 7, 2022, opening of the health-themed Vida building. The food-focused Terra building opened in June.

## **II. STUDENT SUCCESS**

### **A. Colorado State University Fall 2022 commencement**

Colorado State University celebrated the educational milestones of graduates at its Fall 2022 commencement ceremonies Dec. 16-17. The University honored more than 2,000 students from eight colleges.

- Undergraduates: 1,460, with 152 candidates for distinctions (61 summa cum laude, 57 magna cum laude and 34 cum laude)
- Graduate students: 622, including 83 doctoral students
- In addition, four Air Force ROTC cadets and six Army cadets became commissioned officers.



## **B. CSU Spur hosts growing number of grad programs for working professionals**

CSU Spur is home to an increasing number of graduate programs for working professionals, including the Agribusiness & Food Innovation Management master's program, a Construction Management certificate program, and a master's degree in Social Work that starts at CSU Spur in January. In addition, the Organizational Learning, Performance and Change Ph.D. Program, an in-person Ph.D. program, is attracting students from around the country.

## **C. Women in forestry contribute to future of their field at inaugural Women's Forest Congress**

Ten Colorado State University students joined around 500 other participants in the inaugural Women's Forest Congress in Minneapolis, Minnesota, to address current pressing challenges for forests and women in forestry. Along with students, CSU faculty and staff from the Colorado State Forest Service and the Colorado Forest Restoration Institute attended the in-person Congress. The event, which took place Oct. 17-20, provided an opportunity for networking, learning, and supporting women and those on the gender spectrum in an industry that is dominated by men.

# **III. INNOVATION AND RESEARCH**

## **A. \$50 million partnership with UT Austin to tackle challenge of oil and gas methane emissions accounting**

Colorado State University methane experts are partners in a \$50 million research and education initiative aimed at improving how tracking and estimates of greenhouse gas emissions occur across the oil and natural gas industry. CSU researchers led by Daniel Zimmerle, director of the CSU Energy Institute's Methane Emissions Program and of the university's Methane Emissions Technology Evaluation Center, are co-founders of the new Energy Emissions Modeling and Data Lab, headquartered at The University of Texas at Austin with additional partners at Colorado School of Mines. The \$50 million initiative, sponsored primarily by oil and gas companies, will address the growing need for accurate, timely and transparent accounting of greenhouse gas emissions across global oil and natural gas supply chains. Data and analysis from this new endeavor will help both public and private institutions develop climate strategies and actions informed by accurate data, identifying opportunities for emissions reductions and verification.

## **B. CSU lasers likely to be key to fusion power future**

The quest for abundant, carbon-free energy will likely get a big boost by Colorado State University, home to advanced laser technology and a key partner in a national research consortium to advance nuclear fusion energy. Although commercial use of fusion energy is decades away, the goal seems closer than ever now, and the Advanced Beam Laboratory at CSU's Foothills Research Campus is poised to play an important role. CSU is one of 10 institutions with high-intensity laser facilities called LaserNetUS. It's a consortium of researchers, including the Lawrence Livermore National Laboratory, where the fusion energy breakthrough occurred. In August, about 160 of the



world's top scientists and engineers who use the most powerful lasers convened at CSU for the LaserNetUS conference.

**C. A CSU professor applies supply chain research to problem of illegal wildlife trafficking**

Associate Professor John Macdonald in CSU's College of Business is part of a unique interdisciplinary team that is examining illegal wildlife trafficking through the lens of supply chains. Funded by an \$809,666 grant from the National Science Foundation, Macdonald and eight other researchers at various universities recently published "Quantitative Investigation of Wildlife Trafficking Supply Chains: A Review" in *Omega*, a journal of management science. Macdonald and three other researchers also recently published a related article, "Illicit Activity and Scarce Natural Resources in the Supply Chain: A Literature Review, Framework, and Research Agenda" in the *Journal of Business Logistics*.

**D. Frontiers publishing agreement offsets CSU author costs, labor**

Colorado State University supports its researchers in making their work more widely available. To this end, CSU Libraries has initiated an institutional membership agreement for open access publishing with Frontiers. This institutional agreement will allow eligible CSU researchers to publish in any Frontiers journal at no cost to them. CSU Libraries will pay associated fees to Frontiers on the author's behalf, relieving them of the responsibility for payment. To be eligible, a publication's corresponding author must be affiliated with CSU. The goal is to encourage CSU researchers to publish open access and to make research findings more widely available. While this reduces costs for the researcher, it also benefits the wider research community and the public at large.

**IV. COMMUNITY IMPACT**

**A. Land-grant revenue redirected to support members of Native American and Indigenous Tribes**

Income generated from the lands that established the land-grant college that has become Colorado State University will now support members of federally- and state-recognized Native American and Indigenous Tribes. CSU's Native American Advisory Council recommended the change — approved by the Board of Governors of the Colorado State University System at its October meeting — to amend its Real Estate Investment Funds policy. Patrese Atine, the new Assistant Vice President for Indigenous and Native American Affairs, will oversee the use of the funds.

**B. MLK Day celebration features march, remarks from poet and activist Panama Soweto**

More than 1,500 community members gathered to celebrate the life and legacy of Martin Luther King Jr. Monday, marching from Old Town Fort Collins to the heart of Colorado State University's campus. Acclaimed spoken-word poet and political activist JC Futrell — known by the stage name



Panama Soweto — gave the keynote speech at the event on Monday, Jan. 16. Panama Soweto played a key role in successfully leading a grassroots campaign to rename Denver’s Stapleton neighborhood, which was named after former Denver Mayor Benjamin Stapleton, who was a member of the KKK in the 1920s.

**C. Dandelions Rising project works to support BIPOC youth through curriculum based on liberation and healing**

Colorado State University and the BIPOC Alliance of Larimer County are partnering on a project to develop young leaders in the BIPOC (Black, Indigenous, and People of Color) community of Northern Colorado and contribute to positive mental health among children and youth. The Dandelions Rising Project, funded by a two-year \$143,600 grant from the Colorado Health Foundation, will focus on expanding healing and liberation efforts through a curriculum for BIPOC youth across the gender spectrum.

**D. New Phemister Trail will connect Gardens on Spring Creek to Centre/Prospect underpass**

A new multi-use trail will be constructed in 2023 on the west side of Centre Avenue between the Gardens on Spring Creek and the underpass at Prospect Road. The new trail will improve access and safety along a corridor that is tricky to navigate, especially for cyclists heading toward CSU’s main campus.

**E. CSU Extension partners in event focused on strategies for ranching during a drought**

Staff from the CSU Extension Office in Montezuma County participated in an educational event in January focused on sustainability in ranching during a period of drought, according to a report in *The Journal*. The event, which was open to the public, was hosted by the Ute Mountain Ute Tribe Farm and Ranch, and included partners Western SARE and the Ute Mountain Ute Tribe. According to the newspaper, about 60 people attended the event, which included a presentation by Retta Bruegger, regional specialist in range management for CSU Extension.

**V. FISCAL STRENGTH AND OPERATIONS**

**A. Human Resources, Office of Equal Opportunity implement improvements to hiring process**

Human Resources and the Office of Equal Opportunity are taking strides to improve and streamline the hiring process and attract and retain employees. One step involves efforts to increase use of an accelerated search process, which is currently underutilized and is available for certain positions, including administrative professional jobs with a salary cap of up to \$80,000. In addition, a working group comprised of representatives from Human Resources, the Office of Equal Opportunity, and individuals across the university with human resources-related responsibilities recently identified best practices for employee recruitment – including allowing departments and units to offer signing bonuses when hiring for some hard-to-fill jobs. Other steps include development of a new, streamlined search process for administrative professional positions



during Fall 2022, implementation of a streamlined background check process, and development of a University-wide performance management process.

## **B. CSU chooses general contractor, design firm for Clark Building expansion and transformation**

Colorado State University has selected Haselden Construction and Hord Coplan Macht as the design-build firm for the multi-phase redevelopment of the Andrew G. Clark Building. The project is on track to break ground in late 2023. In the coming months, the firms will develop the schematics and design for the overhaul of the Fort Collins campus's most utilized academic building.

## **C. University Advancement – CY22 Progress.**

At the time of writing, the Division of University Advancement had not yet closed out the year, but it was on pace to close CY2022 approaching, if not slightly in excess of, \$165M. This is a significant result given the volatile market conditions donors were experiencing. In CY2022 the Division brought in more than \$64M in cash, which is significantly higher than was anticipated at the start of the year.

The Division reported that it expected to have, as of Dec. 31, 2022, \$343M recorded as revocable commitments based on will commitments and beneficiary designations.

## **D. Major Gift Report**

	CY 2022*	CY 2021	CY 2020	CY 2019
Contributions (cash, non-cash and pledges)	\$125,099,791	\$140,827,384	\$100,398,372	\$95,181,472
Irrevocable Planned Gifts	\$85,349	\$1,037,454	\$2,690,000	\$177,639
Revocable Gifts and Conditional Pledges	\$34,818,302	\$44,820,510	\$36,161,505	\$42,279,741
Payments to Commitments Prior to Period	<u>(\$26,465,820)</u>	<u>(\$15,225,650)</u>	<u>(\$21,335,653)</u>	<u>(\$18,216,093)</u>
Total Philanthropic Support	\$133,537,622	\$171,459,698	\$117,914,224	\$119,422,759
Other Private Support	<u>\$25,002,482</u>	<u>\$28,541,564</u>	<u>\$34,803,683</u>	<u>\$33,523,626</u>
Net Private Support	<u>\$158,540,104</u>	<u>\$200,001,262</u>	<u>\$152,717,907</u>	<u>\$152,946,385</u>

\*CY 2022 numbers are as of 01/11/2023 (the time of submission of this report).

## **E. Major Gifts Not Previously Reported**

\$3,200,000 revocable commitment to support the One Cure, College of Veterinary Medicine & Biomedical Sciences



\$2,100,000 pledge to support the Natural Resource Ecology Lab, Warner College of Natural Resources

Three separate gifts designated to support the One Cure for Jess Endowment, the Kari's Fund for Jess Endowment, the Kari's Fund for Jess, and the One Cure for Jess, College of Veterinary Medicine & Biomedical Sciences

\$1,000,000 gift designated as \$400,000 to support the Equine Outreach and Industry Relations, \$350,000 to support the Equine Assisted Activities and Therapies Programming, and \$250,000 to support the Temple Grandin Equine Center, College of Agricultural Sciences

\$875,000 revocable commitment designated as \$425,000 to support the Medical Nutrition Therapy laboratory, \$300,000 to support Nutrition Research Leadership and Innovation, and \$150,000 to support Food Science and Human Nutrition, College of Health and Human Sciences

\$700,000 planned gift to support an art scholarship, College of Liberal Arts

\$500,000 gift to support the Podiatry Center Initiative, College of Veterinary Medicine & Biomedical Sciences

\$400,000 gift to support CVMBS-Research Sponsored, College of Veterinary Medicine & Biomedical Sciences

\$400,000 gift designated as \$316,000 to support Cardiology and Cardiac Surgery, \$73,500 to support Chief Lockton Compassionate Cardiology, and \$10,500 to support Companion Care, College of Veterinary Medicine & Biomedical Sciences

\$281,694 planned gift to support a scholarship endowment, College of Veterinary Medicine & Biomedical Sciences

Revocable commitment to support CVMBS Greatest Need, College of Veterinary Medicine & Biomedical Sciences

\$250,000 planned gift to support the College of Liberal Arts, College of Liberal Arts

\$250,000 gift to support the Institute for Entrepreneurship, College of Business

\$150,000 revocable commitment to support the Poster Show 100, College of Liberal Arts

\$130,000 gift to support One Cure, College of Veterinary Medicine & Biomedical Sciences

\$125,000 pledge to support a DVM/MBA student scholarship, College of Business

\$120,000 revocable commitment to support the Ram Aid Endowment, Enrollment & Access



\$105,638 gift designated as \$73,507 to support the Institute for Entrepreneurship Endowment, and \$32,131 to support the Institute for Entrepreneurship, College of Business

\$100,000 gift to support a family scholarship endowment, Walter Scott, Jr. College of Engineering

\$100,000 pledge to support an athletic scholarship endowment, Athletics

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

\$100,000 gift to support the Energy Institute, Vice President Research

\$100,000 gift to support an honor, service, and commitment scholarship, Student Affairs

## **VI. NOTABLE HIRES AND PERSONNEL CHANGES**

### **A. Amy Parsons starts as 16<sup>th</sup> President of CSU**

After weeks filled with public appearances and media interviews, Amy Parsons officially started as President of Colorado State University on Feb. 1. In the days leading up to her first day as President, she attended CSU Day at the National Western Stock Show, and she participated, with Interim President Rick Miranda, in the Jan. 16 march in Fort Collins celebrating the life and legacy of Martin Luther King Jr. Parsons brings to the campus 16 years of higher education leadership experience, as well as seven years of private sector experience, including her time as founding CEO of the global e-commerce company Mozzafiato, LLC. During her time as vice president of operations at CSU, she helped navigate through the fiscal challenges of the Great Recession, supported the first comprehensive salary equity survey to uncover and remedy gender-based inequities, and oversaw a historic physical transformation that included construction and renovation of state-of-the-art classroom buildings, parking structures, research facilities and an on-campus stadium. As executive vice chancellor of the CSU System from 2015-2020, she led System-wide initiatives, including creation of the CSU Spur campus at the National Western Center in Denver.

### **B. Patrese Atine hired as first Assistant Vice President for Indigenous and Native American Affairs**

Colorado State University will strengthen its relationships with Tribal communities and Indigenous and Native Peoples through its first administrator dedicated to advancing university initiatives and programs that are responsive to the needs of Tribal and Indigenous communities. Patrese Atine will join CSU on March 1 as its first Assistant Vice President for Indigenous and Native American Affairs. Atine most recently worked as director of congressional and federal relations at the American Indian Higher Education Consortium, focusing on maintaining partnerships with federal agencies to meet the unique needs of Tribal Colleges and Universities (TCUs), students and Tribal Nations. Atine is an enrolled member of the Navajo Nation and



earned a master's in Education, Policy, Planning and Administration from Boston University. At CSU, Atine will report directly to the university president, leading CSU's outreach to Tribal communities and create partnerships, working with the CSU community on Native and Indigenous issues on campus, and partnering with Tribal leadership to increase student recruitment and retention.

**B. CSU's new director of ag innovation ready to push boundaries while returning to her roots**

Colorado State University's new director of agricultural innovation and partnerships, Jordan Kraft Lambert, will play a key role in fostering a world-class agricultural innovation ecosystem across Colorado while also facilitating strategic partnerships and solutions that benefit diverse stakeholders and enable regenerative agricultural practices. This work will include connecting research, education and engagement activities at CSU to the critical challenges and opportunities the industry faces.



Board of Governors of the Colorado State University System

Meeting Date: February 1-3, 2023

Report Item

MATTERS FOR ACTION:

CSU: Delegable Personnel Actions

No action required. Report only.

EXPLANATION:

Presented by Rick Miranda, Interim President

At its August 3, 2012 meeting, the Board approved a resolution to expand the delegated and redelegable authority to the institutional Presidents to include approval, in accordance with Board-approved institutional policies: 1) sabbatical leaves and revisions to them; 2) emeritus faculty appointments; and 3) all requests for Leave without Pay, with periodic reports to the Board.

**LEAVE OF ABSENCE**

NAME	DEPARTMENT	FROM	TO
Abellanos, Alfonsoandres	CEMML	12/12/22	Unkown
Avera, Bethany 76521-9	Soil and Crop Sci	10/19/22	10/31/22
Bontadelli, Johnna 24562	Health Network Medical	10/19/22	10/31/22
Bontadelli, Johnna 24562	Health Network Medical	11/01/22	11/30/22
Bontadelli, Johnna 24562	Health Network Medical	12/01/22	12/31/22
Chaidez, Edward	CEMML	11/09/22	10/17/22
Clark, Marcy	Health Network Counseling	12/26/22	12/30/22
Coutinho Madruga, Liszt	Chem & Bio Engineering	09/01/22	11/10/22
Cullen, Cellanie	Health Network Medical	12/19/22	12/30/22
Davidson, Ana	Colo Natural Heritage Program	11/09/22	11/01/22
Elffner, Terri	Health Network Medical	12/19/22	12/30/22
Ex. Seth	Forest & Rangeland Stewardship	11/04/22	10/04/22
Garcia, Yulissa	Sponsored Programs	12/14/22	12/16/22
Gerlitzki, Elizabeth	Health Network Medical	12/13/22	12/19/22
Halvorson, Susan	Lab Animal Resources	11/09/22	11/11/22
Hurd Terpstra, Cynthia	Health Network Counseling	12/19/22	12/13/22
Hurd Terpstra, Cynthia	Health Network Counseling	10/10/22	10/14/22
Jacobs, Johnathon 88144-2	CEMML	11/01/22	Unkown
Jesser, Kip 85982-2	Eastern Colo Research Ctr	09/09/22	09/14/22
Johnson, James	CVMB College Office	11/10/22	Unkown
Johnson, James	CVMB College Office	12/01/22	Unkown
Jones, Walton 29703	School of Music, Theatre and Dance	11/17/22	11/17/22



# Board of Governors of the Colorado State University System

Meeting Date: February 1-3, 2023

## Report Item

LaRoue, Kristeena	Student Disability Ctr	08/01/22	12/31/22
LaRoue, Kristeena	Student Disability Ctr	12/01/22	Unkown
Lerma, Lydia 120243	Procurement Svcs	11/14/22	11/16/22
Lessor, Edward	English	01/01/23	05/15/23
Loeb, Lori 6997-3	Health Network Counseling	11/07/22	11/30/22
Loeb, Lori 6997-3	Health Network Counseling	12/01/22	12/30/22
Luedke, Lauren 45984-4	Clinical Sciences	12/22/22	Unkown
Luedke, Lauren 45984-4	Clinical Sciences	01/01/23	Unkown
McClintock, Adriana	VP for Inclusive Excellence	11/09/22	01/04/23
McElwaine, Kelly	CEMML	09/07/22	02/28/23
Moore, Alice	Health Network Counseling	12/19/22	12/23/22
Moore, Alice	Health Network Counseling	12/23/22	12/30/22
Morrison, John	Electrical and Computer Engineering	11/01/22	09/30/23
Newlin, Jeri	Health Network Counseling	11/14/22	11/18/22
Nyce, Krista	Health Network Counseling	12/16/22	12/30/22
Parker, Channing	Statistics	11/04/22	10/01/22
Parker, Channing	Statistics	11/01/22	Unkown
Pronko, Jocelyn 3301-3	Vet Teaching Hospital	10/01/22	Unkown
Pronko, Jocelyn 3301-3	Vet Teaching Hospital	11/01/22	Unkown
Pronko, Jocelyn 3301-3	Vet Teaching Hospital	12/01/22	Unkown
Sarma, Sagarika	Student Case Mngmnt & Referral Coord	12/19/22	Unkown
Sewell, Michael	Health Network Counseling	12/19/22	12/30/22
Steinhoff, William 71492-2	CEMML	12/13/22	11/29/22
Tharnish, Kailee	Microbio & Immunology & Pathology	10/20/22	10/21/22
Truitt, Jimmy	CEMML	11/18/22	11/10/22
Vesty, Jill	Health Network Medical	12/19/22	12/30/22
Wadsworth, Katherine	Grand Junction Diag Lab	11/29/22	12/12/22
Williams, Susan	Health Network Counseling	12/26/22	12/30/22
Witinok-Huber, Rebecca	ERHS	10/07/22	10/14/22
Worley, Britney 95048-3	Health Network Counseling	12/12/22	12/19/22



# Section 6

## *CSU-Global Reports*

- CSU-Global Campus Student Representative's Report
- CSU-Global Campus Faculty Representative's Report
- CSU-Global Campus President's Report





Board of Governors to the Colorado State University System  
February 1-3, 2023  
Student Report

### **Student Advisory Council**

No big updates with the Student Advisory Council. Our last meeting focused on student diversity. In our upcoming meetings we are hoping to have presentations from the DEI&B committee as well as a presentation from our Librarian, Jeff Wahl.

### **Student Insight**

I have recently joined a DEI&B group with CSU Global faculty and staff. We are currently working on partnering with a third-party vendor to help us transform our current DEI&B structure. This will mostly focus on faculty and staff. I am also working with CSU Pueblo to generate ideas of how we can integrate DEI&B into our student experience and create opportunities for students to become more involved in this arena if they so wish.

### **CSU Global Activities**

As the sports seasons continue to progress, we are hoping to start implementing CSU Global days at basketball games at both campuses. We have also started filming the student commercials for the new CSU Global marketing campaign. Tom's commercial has been let loose into the world and can be viewed using this link. [Youtube.com/watch?v=gQO-oyJL7tw](https://www.youtube.com/watch?v=gQO-oyJL7tw)  
I will conclude the filming of my commercial on February 13<sup>th</sup> and I believe that the filming of the third commercial is also underway.



Paige A. Martinez  
Student Representative  
Colorado State University – Global Campus  
Obtaining a Master of Science in Military and Emergency Responder  
Psychology



# Colorado State University Global Campus

## BOG Faculty Report

### February 2023

#### Faculty Highlights

**Dr. Adam Dell** taught "Advanced Assessment and Treatment of Trauma and Stressor-Related Disorders" at Wheaton College as part of their trauma certification. Students, physicians, clergies, counselors, and psychologists from around the world attended the class.

**Dr. Ashraf Esmail** recently published:

- Lyle, P., & Esmail, A. (2022, Spring). Police Unions: Shielding police Abuse and Brutality. *Journal of Education and Social Justice*, 7(1), 3-20.  
[https://info.csuglobal.edu/e/109362/social-justice-spring-2022-pdf/dd4z12/359328253?h=6LIYVNfdFU\\_Ak\\_tGpHtsIhOPFbMRz3H2CgFW1NuQwXQ](https://info.csuglobal.edu/e/109362/social-justice-spring-2022-pdf/dd4z12/359328253?h=6LIYVNfdFU_Ak_tGpHtsIhOPFbMRz3H2CgFW1NuQwXQ)
- Croushore, J., Esmail, A., & Gorges, L. (2022, Spring). Western Pennsylvania Principals Support Of School Resource Officers In Building Relationships With Students. *Journal of Education and Social Justice*, 7(1), 3-20.  
[https://info.csuglobal.edu/e/109362/social-justice-spring-2022-pdf/dd4z12/359328253?h=6LIYVNfdFU\\_Ak\\_tGpHtsIhOPFbMRz3H2CgFW1NuQwXQ](https://info.csuglobal.edu/e/109362/social-justice-spring-2022-pdf/dd4z12/359328253?h=6LIYVNfdFU_Ak_tGpHtsIhOPFbMRz3H2CgFW1NuQwXQ)

**Dr. Donald Mccracken** recently received his Microsoft Azure Fundamentals Certification and became a member and advisor in the National Cyber League.

**Dr. James Ondrace** encouraged students to work together to publish:

- Patterson, K., Neumann, K., Ondracek, J., Saeed, M., & Bertsch, A. (2022, December). 100 Years of Recessions: Lessons Learned But Not Applied. *International Journal of Organizational Business Excellence*, 5(2), 1-12. Directory of Open Access Scholarly Resources.

**Dr. Matthew Spitzer** recently gave a presentation, "Leveraging Disparate Enterprise Data for Cybersecurity Purposes," at FloCon 2023.

**Dr. James Meredith and Dr. Stone Meredith**, advisors of CSU Global's Student Veterans Organization (SVO), traveled to Orlando to attend the National Student Veterans of America Conference from Jan. 5-8. While there, they met with several national organizations to develop and improve the experience for CSU Global's students, faculty, staff, and SVO members.

#### "On" Campus

**Getting Fit.** The Festive Fitness Challenge is underway! From **Nov. 1– Dec. 12** participants can compete for prizes by accumulating active minutes. A total of 161 people registered for the challenge, and we logged a total of 249,506 minutes of exercise.





COLORADO STATE UNIVERSITY  
— GLOBAL —

## President's Report

CSU Global continues to move the mission of advancing student academic and professional success in a global society forward, and we are committed to developing professionals for the workforce of the future. We committed to transforming the lives of others through online education and expect to have impacted more than 75,000 graduates by the end of 2030. Our most important goals and strategies are focused on creating an innovative experience that sets our educational opportunities apart in the marketplace, strategically engaging with external stakeholders in industry and our community, providing exceptional service and resources to drive student success, and building and strengthening our entrepreneurial culture.

Over the past year, we have had the opportunity to invest in our strategy through funds that were approved by the board of Governors. The funds allow us to intentionally invest in foundational structures that will support our future success and growth. To date, this funding has helped us:

- Relaunch brand awareness for the university
- Develop new commercials and creative assets
- Launch an MBA program
- Make critical updates to our course infrastructure
- Invest in an enterprise engagement department
- Enhance our student success tools
- Engage with students in a more effective and timely manner

These initiatives support our longer-term strategies, and while we will see a delay in the benefits, we are already seeing short-term indicators that they are starting to work.

We continue to focus on five strategic priorities this year: brand awareness, strategic partnerships, new enrollment pathways, student retention, and the course experience. Our dedicated teams are engaged and focused on driving innovation and improvements in these areas to support our strategic goals. The two most important goals for us are new student enrollment and increasing student retention. Our teams are doing an amazing job of collaborating and solving problems to support the success of our students and the university.



## **Student Enrollment & Success**

### **Student Enrollment**

Our marketing and enrollment teams are working together to improve the overall performance of new student enrollment. We are focused on high-impact, cost-effective strategies that will allow us to achieve a better return on our investment. Our new marketing director will help fine-tune our digital marketing strategy and launch new initiatives that will improve our reach to qualified prospective students.

In fall 2022, Google Search costs for higher education products experienced surges in excess of 60%. Rather than overbid on Google Search keywords, the CSU Global marketing department decided to pause a number of keyword campaigns until bidding conditions were more favorable. As a result of this fiscal discipline, CSU Global was able to conserve marketing funds and roll them forward in December and January when Google Search keyword costs dropped significantly, which has allowed the Enrollment department to achieve over 2,000 applications for admission for the Winter C (January) term alone.

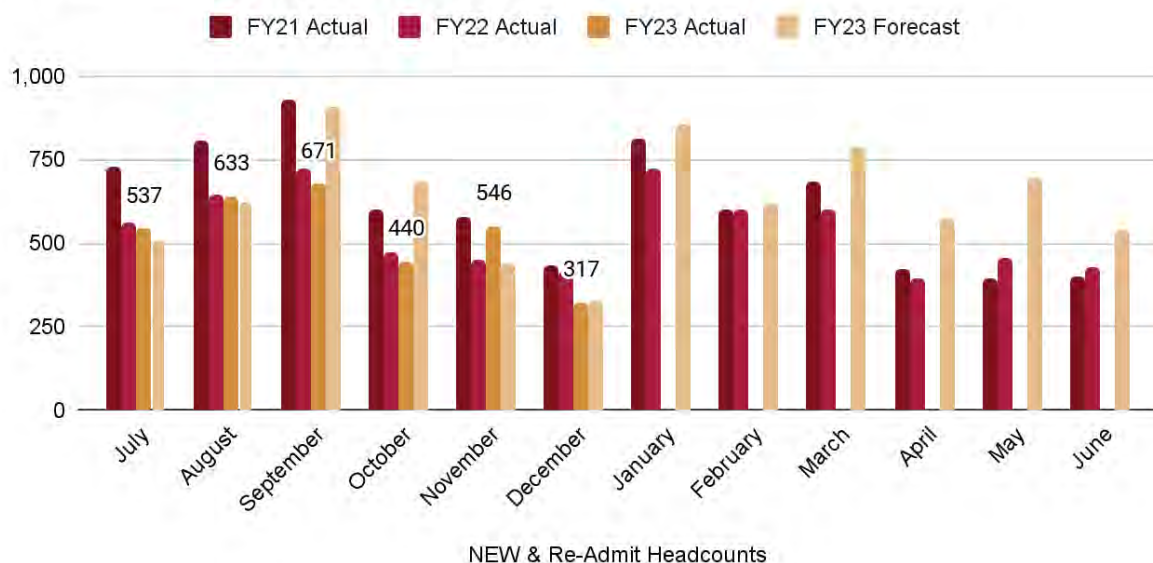
CSU Global's focus on brand awareness has proven effective; starting in December 2022, branded Google Search for CSU Global programs exceeded Unbranded Google Search, which evidenced brand strength. Additionally, the CSU Global marketing department sourced a new marketing product to sustain consistent lead volume when Google Search campaigns are paused. After a full 90-day cycle of results of testing, we look forward to evaluating the effectiveness of this new product starting in April 2023.

With regard to new student enrollment outcomes, the winter trimester started strong with total new student enrollment for FY23 Winter A reaching 546, a 23% increase from FY22 Winter A. Total new student enrollment for Winter B fell short of goal, but the department is on track to make up for lost ground in Winter C and Winter D. Focused efforts on performance improvement of enrollment counselors are underway. Enrollment team members have access to a new dashboard to view their top priority tasks each day, receive detailed coaching as a result of a peer call review, and are utilizing the information in updated training courses and workshops. As a result, the average time-to-contact for new leads decreased from five days in mid-September to three days by the end of December. Additionally, the overall quality of Discover Calls has improved from an average rubric score of 83% at the beginning of October to 88% at the end of December.

After a thorough analysis of the new call strategy pilot launched in July 2022, we have been able to improve the strategy to ensure we are contacting new leads more quickly and focusing outreach at intervals where applicants are the most likely to respond favorably.



### 3 Year New Student Headcounts



### Student Success

Several FY23 initiatives are showing positive results and success as we enter the second half of the year:

Student Success recently implemented a tool that integrates with our LMS that tracks student success with real-time data on student engagement, assignments submitted, grades, and risk factors. Faculty can also enter alerts in the LMS, and Student Success teams receive data daily. For our Winter A and B courses, we have identified 10% of the student population in current courses as high risk and 4% as medium risk. With this information, our Student Success counselors are able to connect with specific students immediately and provide resources, including appointments with writing center coaches and tutors, to support those at risk of persistence and retention.

Through efforts with Student Success Counselors, we achieved a URM course success rate in the Fall 2022 trimester of 84.5%. In an effort to close the equity gap, we set a goal to improve the course completion rates of URM students by at least 1%, and these fall results are showing early successes with our initiatives.

We have also been focused on our goal of improving trimester to trimester retention. One indicator of success in retention is an earlier connection with students during the enrollment process. Student Success has partnered with the Enrollment team to increase the amount of Initial Degree Planning conversations with new students before their first term starts. In the fall trimester, the connection average was 45%. Through earlier outreaches and a stronger handoff, that connection rate increased to 64% in winter trimester starts. The Student Success team has also proactively engaged with students at risk of not retaining trimester to trimester by multi-channel communication. As a result of their engagement, 78% of students who took a course in the fall trimester have also taken or are registered to take a course in the winter trimester.



## University Strategic Plan Updates

CSU Global continues to execute our three-year strategic plan, which was presented at the Board of Governors meeting in Aug. 2021. The plan was designed to support the university in growing our student population, driving student success by improving graduation and retention rates, and reducing the equity gap, all while maintaining a healthy operating margin.

The following sections highlight key goals and current progress for each of our four strategic plan pillars:

<b>Innovative Experience Pillar</b>	<b>Provide an innovative educational experience that differentiates CSU Global in the marketplace.</b>
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The Digital Learning and Innovation team at CSU Global is completing work over the next several months on two large initiatives; one is the move out of our previous Frost course content management system into Canvas direct content management. The second is completing our accessibility audit of all courses to ensure that every CSU Global course meets and exceeds accessibility standards.

In addition to the two projects listed above, the Digital Learning and Innovation Team incorporated the following innovative course learning tools into the curriculum to improve the student educational experience through enhanced engagement:

- Adoption of Knewton Alta in MTH109: Knewton Alta is an adaptive learning platform that pairs practice with personalized learning that “offers detailed answer explanations, integrated just-in-time instruction, and remediation of pre-requisite skill gaps, all based on student performance.”
- Implementation of the MBA Community Hub for student and faculty engagement: The Hub hosts message boards, additional content, career information, and added value related to the MBA program. It provides support content, professional development guidance, and a communication hub for faculty.
- Adoption of Muzzy Lane animated simulations in HCM370 and HSM480: These simulations enhance the educational experience and student engagement within course discussion boards.

In addition, one of our five Presidential Priorities for FY23 is to create New Student Pathways to help us achieve our long-term goal of transforming the lives of more than 75,000 alumni by 2030. The cross-functional workgroup is currently in the process of operationalizing the following initiatives in FY23:

- **Soar Ahead Program:** Baccalaureate students in good standing can elect to take up to nine credit hours (three courses) of the MBA program during their final academic year of their BA or BS program.



- **Expanded Community College Benefits Program:** Provide additional benefits to Colorado Community College System (CCCS) institutions by offering lower tuition rates (in lieu of the scholarship program utilized today) and target two-to-three campuses for enhanced CSU Global presence and engagement.
- **Prior Learning Assessment Relaunch:** Actively promote the current Prior Learning Assessment (PLA) program by leveraging targeted social media opportunities, student SMS/text campaigns, and student advisor referrals. In partnership with Academic leadership, investigate and implement enhancements to the existing PLA program to expand the depth and breadth of credit aggregation opportunities for students.

Among other acknowledgements, Online Schools Guide recently ranked CSU Global as #1 in the **Top 10 Online Schools for Data Analytics Bachelor's**. In addition, Intelligent.com named CSU Global a top-ranked institution for 2023 in 18 different program categories. Of note, CSU Global earned five spots in the top 10:

- #2 Best Online **Master's in Healthcare Administration** Programs
- #2 Best Online **Human Resources Degree** Programs
- #5 Best Online **Bachelor's Degree** Programs
- #5 Best Online **Computer Science** Programs
- #7 Best Online **Master's in Human Resources** Programs

### Strategic Engagement Pillar

**Develop stronger connections with stakeholders to improve engagement and increase the visibility of CSU Global.**

CSU Global announced it is **lowering its undergraduate tuition rate for active-duty service members**, as well as their spouses and qualified dependents, effective Jan. 16. To share the news with stakeholders and prospective students, CSU Global conducted targeted pitching to regional, education, and military-focused media. As a result, **KRDO NewsRadio Colorado Springs** interviewed Student Billing Services Manager Jessica Roeger and **ABC Denver7** aired the news. In addition, CSU Global placed a military-focused ad in the Aurora Chamber of Commerce's monthly Impact Newsletter, as well as placed flyers in newcomer bags for Buckley Space Force Base.







CSU Global's **brand awareness campaign launched in Dec. 2022**, with high-impact billboards placed in Denver, Colorado Springs, and Grand Junction, as well as the Denver airport at premier locations in high-traffic areas. Additionally, with the support of the CSU system, we will be advancing a new commercial in both core marketing and emerging markets in Colorado and across the U.S. in streaming apps. The campaign will exceed 100M impressions, which will elevate interest in our top-targeted geographic markets.

To amplify awareness of the university's **new provost, Dr. Kevin Wilhelmsen**, CSU Global distributed a press release, resulting in pickup in Yahoo! Finance, Benzinga, Business Upturn, and regional broadcast stations across the country. We also shared the announcement with regional partners, including the Denver Metro Chamber of Commerce, to reshare on their channels.

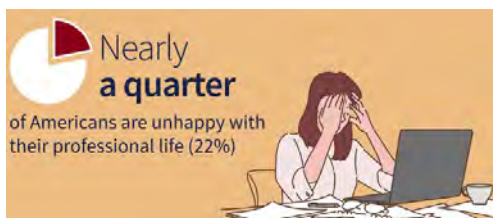


In Dec. 2022, CSU Global hosted an exhibitor table at the **Project Management Institute's (PMI) Global Summit**, their largest annual event, in Las Vegas to promote our project management and business programs. CSU Global staff, faculty, and alumni joined the conference of over 3,000 attendees, as well as sponsored the grand reception on Dec. 1 to expand awareness of CSU Global's top-accredited project management programs. To accompany the sponsorship, we also placed an ad in PMI's PM Insider e-newsletter, reaching over 386,000 subscribers.

President Pamela Toney participated in a feature segment with **KWGN's Great Day Colorado**, a sponsored lifestyle series showcasing businesses in the region, which aired on Dec. 19. During the interview, President Toney highlighted who we serve at CSU Global and our career-aligned programs, as well as the benefits of online learning for nontraditional students.

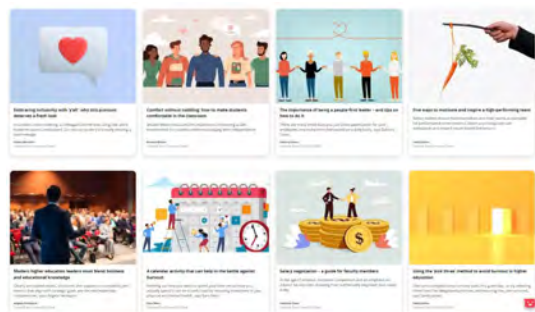


To increase coverage in lifestyle publications, CSU Global partnered with media company 72Point to commission a survey through OnePoll on **professional new year's resolutions**. The survey explored the types of resolutions people want to set in 2023 and how they feel about their career path. The article was picked up in the **New York Post, The U.S. Sun, Study Finds, Digital Information World, MSN**, and broadcast stations across the country.





CSU Global ranked #10 on the **Denver Business Journal's 2022 Colleges and Universities List**, which is ranked by number of student credit hours from Sept. 2021 to May 2022.



CSU Global faculty and staff shared their expertise on a national level through contributed content opportunities with **Times Higher Education Campus**, a site dedicated to sharing resources and best practices for educators. In Nov. and Dec., CSU Global published eight new articles on topics varying from embracing inclusivity in the classroom to the importance of being a people-first leader.

To continue strengthening our connections in the Denver metro area business community, CSU Global served as the title sponsor of the **Denver Metro Chamber of Commerce's networking series** for the 2022 calendar year. The final event of the year, Mixer on Market, was held on Dec. 15 at the Chamber's offices.



On Jan. 6, Goldie the Golden Eagle, CSU Global's mascot, energized the crowd at **CSU Spur's** grand opening of its third and final building, Hydro. President Toney assisted with the ribbon cutting, and CSU Global staff hosted an informational table for attendees. CSU Global also tabled at Hydro on Jan. 14 'CSU Day' at the Stock Show, connecting with members of the community and sharing information about our online programs.

On Jan. 19, the **Colorado Business Roundtable (COBRT)** and CSU Global hosted a tour of CSU Spur for COBRT members to showcase the importance of the new campus for our business community and Colorado's agricultural economy. President Toney, who sits on the COBRT board, gave opening remarks.



As part of its ongoing proactive media engagement efforts, CSU Global regularly conducts media outreach around timely seasonal and holiday topics, coordinating interviews for our faculty and staff. During the holiday season, Criminal Justice Program Director Dr. J. Michael Skiba spoke with **ABC Denver7** to discuss smart device and toy security and how consumers can keep their personal information safe.



## Student Success Pillar

**Drive achievement, credentialing, and return on investment for our students.**

### Student Success

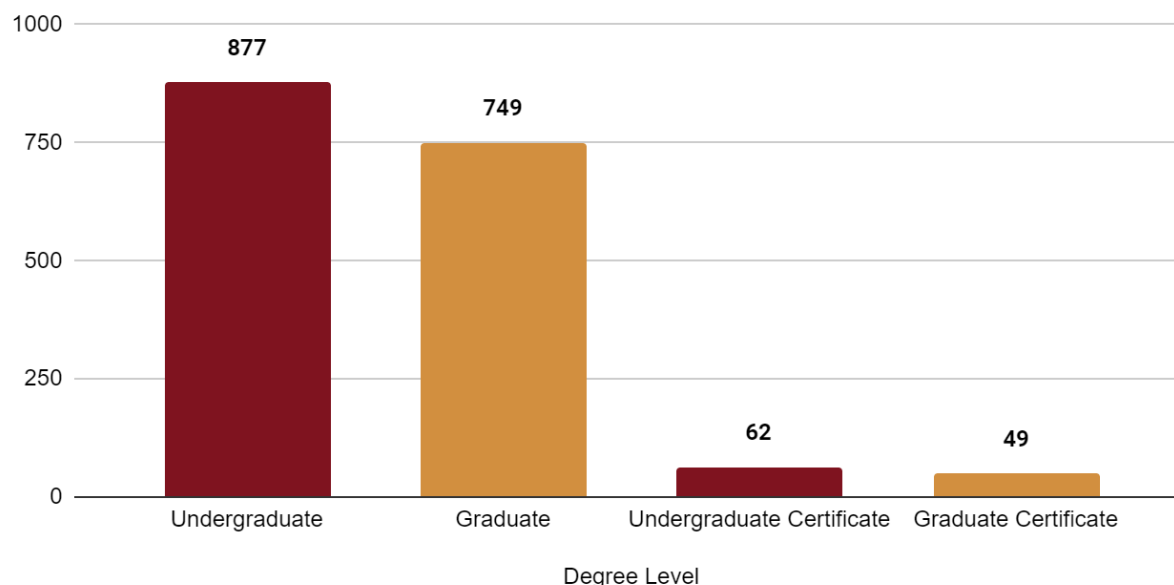
The success of our students in achieving their educational credentials and goals is our driving force. We continue to pilot new initiatives and increase resources to help students consistently perform well in their courses and increase their skills, knowledge, and abilities in their chosen careers to meet their personal and professional ambitions. Recent activities include:

- Created pilot dashboard in Tableau for Cost to Graduation and Time to Graduation based on Program, Gender and URM /Non-URM Status
- Created pilot dashboard for graduation predictions and probability to register based on student registration behavior
- Added Learning Resource Guide resources to GoldieBot to assist students with just-in-time resources
- Retention department implemented eight initiatives in the first half of FY23 to support student retention, persistence, and graduation across areas of Orientation, Scholarships, Student Retention Tools, Staff Retention tools, Student Focus Groups, and Data Analytics
- Pushed out a survey to gain insight into student usage and expectation specific to academic and non-academic resources; survey data will be collected over the remainder of the month
- Created program and career coach-specific communications, which will be sent over the next two months (and each trimester after that) to encourage students to make these connections and fully utilize available services
- Platform Updates: Final integration work is being done for the new mobile app experience; over the next few months, we will also be working to move to an updated version of the Career Center platform, People Grove, which will bring in new features and more job postings
- Created Student Facing Help Center Articles to complement each student orientation video, allowing students the option to utilize their preferred learning style when obtaining this important onboarding information
- Implemented celebratory emails to students to celebrate birthdays, successful completion of courses, and other important milestones

We continue to see students successfully complete their credentials. Below is a chart that shows the total number of graduates for this fiscal year.



## 2022-23 Fiscal YTD Graduates



### Entrepreneurial Culture Pillar

**Promote the mindset of accountability and leading change through critical questioning, promoting innovation, and supporting continuous improvement.**



During the second quarter, the cross-functional work groups began operationalizing initiatives in support of the five Presidential Priorities: Brand Awareness, Strategic Partnerships, New Enrollment Pathways, Student Retention, and Course Experience. Our newly hired Enterprise Integration Managers on the Strategic Partnerships team will be expanding engagement from the ten new partnership agreements signed in December 2022.

Leaders across the organization have already identified and are at various stages of implementing over \$700,000 in annualized savings as part of our FY23 goal to reduce our operating expenses through process improvement initiatives. Some of the initiatives brought forward include the implementation of a new document management system that will eliminate the need for a separate e-signature document capture system. This will eliminate a previously outsourced tax filing service back to our Financial Services team and transition back to standard adjunct instructors based on the outcomes from our Full-time instructor pilot that was launched in 2021. By the end of the fiscal year, we expect to exceed our initial goal of \$500,000 based on the performance to-date and the projects that are still in flight across the institution.

Student support and engagement with our students are pivotal every step of the way. To ensure that we are meeting specific group needs, we have created a new NDS/Partnership Student Success team



who will work closely with various partners and our non-degree-seeking students to help create processes and resources that are efficient and help them achieve their respective academic goals.

The Office of Institutional Effectiveness has been working on improving reporting across the university. Most recently, they have launched new reporting that allows a more effective view of caseloads for our Student Success counselors. This reporting will help us to create more consistent and effective personal contact with students, as well as ensure team accountabilities are continuously and consistently met. We are also tracking our graduate candidates to completion with active outreach and targeted engagement to get them over the finish line. These improvements will help the team with meeting and exceeding contact expectations and help to ensure that every student is a part of our comprehensive engagement efforts.

The Enrollment department has implemented a dashboard system in Salesforce that allows managers to view all outstanding enrollment tasks in real time. As a result, the team's 90-day conversions have doubled in efficiency from less than 3% lead-to-app rates in July 2022 to 6% in less than three months of implementation. As a result, the Enrollment team is able to provide students with consistent excellent customer service with more timely student support on key enrollment milestones.

The CSU Global employee affairs committee completed its annual physical health challenge, **Festive Fitness 2022**. Using the Cigna Global Fitness app, staff and faculty were encouraged to log their activity over a six-week period and compete for prizes. CSU Global had a total of 161 people registered, with 22 teams. In total, 249,506 minutes of exercise were logged, with the most popular activity being walking with 101,346 total minutes.



For the third quarter, the employee affairs committee has launched monthly Lunch & Learn sessions focused on supporting employees with their financial health. Webinars are being scheduled with program directors to discuss topics including, budgeting, tax tips, identity theft and fraud, and responsible saving.



# Section 7

## *CSU Pueblo Reports*

- CSU Pueblo Student Representative's Report
- CSU Pueblo Faculty Representative's Report
- CSU Pueblo President's Report





**Mikayla Lerch**

Colorado State University Pueblo

Student Representative Report

Goals:

- ❖ Sustain Inclusivity and Diversity
- ❖ Maintain Accessibility
- ❖ Promote Student Engagement
- ❖ Encourage Involvement in Community
- ❖ Advocate for Fair and Exceptional Educational Standards

**Report**

**Winter Wonderland**

This year we had nearly 450 people attend our annual Winter Wonderland event, which is a community/ campus event where ASG hands out toys to kids from Santa, games, and activities for the family. (We also had the Grinch for fun).

**1st Annual ASG Leadership Summit**

This year ASG will be hosting all of the local high school student governments in a leadership conference at CSUP, this will also include rural high schools. This will be a chance for students to engage with leaders from other highschools and University leadership. Dr. Mottet and Dr. Angie Paccione will be speaking at the event. The students will be put into



breakout sessions where they will learn about: leadership styles, group culture/ dynamics, conflict resolution, mental health, etc. There will also be an opportunity for them to network with community leaders at a roundtable session. Admissions will also be there to answer any questions about enrollment and the college-going experience.

### **Partigras**

As promised, ASG will be putting on Partigras again! Unlike other universities, where their greek life puts on formal events, our ASG puts on this formal. This will be the second annual partigras, and we will have a photo booth, cash bar, mocktail bar, and a DJ!

### **Colorado Student Government Coalition**

CSGC recently convened and talked about various issues across Colorado higher ed. Some of the biggest concerns that were discussed were: ensuring accessible mental health resources, gun control on campuses, and affordability. Update on Day at the Capitol that is on January 27th.



**Colorado State University System Board of Governors**  
**CSU-Pueblo Faculty Representative Report**  
**February 2-3, 2023, Pueblo**  
**Dr. Md Rashad Islam, P.E.**  
**Reported on January 19, 2023**

Some major highlights during the current two-month period of CSU Pueblo are mentioned below.

The CSU Pueblo Cyber Security team, CyberWolves, recently competed in the National Cyber League Games. This online competition, which ran from Friday, November 4th, through Sunday, November 7th, included Research 1 (R1) and Division 1 (D1) institutions. Five teams, comprised of 29 players represented CSU Pueblo; two players competed individually, placing 15th (Kevin Shu) and 117th (Luis Irizarry) respectively, out of 3,500 competitors. Collectively, CSU Pueblo placed 24th out of the 3,000 teams that competed nationwide. Dr. Roberto Mejias, head CSU Pueblo NCL Coach and Director of the Center for Cyber Security Education and Research, attributes the continued success to CSU Pueblo's recent re-designation as an NSA-CAE institution (U.S. National Security agency-Center for Academic Excellence). This national ranking brought with it the hopes of attracting more STEM related students, particularly in the underrepresented areas of minorities and women. This continued endorsement will contribute to increasing enrollment at the CSU Pueblo Hasan School of Business.

The CSU Pueblo Chamber Orchestra presented an evening of music from Mozart, Bartok, and Fall out Boy, on Wednesday, December 7 in Hoag Hall. The performance featured Mozart's "Eine Kleine Nachtmusik" (A Little Night Music), a perennial favorite of classical music lovers. In addition, a number of "Romanian Folk Dances", as composed by Bela Bartok, were performed. Admissions were free.

CSU Pueblo Head Football Coach John Wristen announced retirement from coaching and an expanded role at CSU Pueblo. After leading the football program at CSU Pueblo for 15 seasons, Wristen will now serve as the Athletics Development and External Relations Officer. CSU Pueblo is thrilled that Coach Wristen will continue as a valued member of our Pack. President Timothy Mottet said, "He's left his mark on this program, not only as the first head coach for Pack Football, but by establishing a culture of winning and giving back to the community. I have full confidence that John's drive for our athletics programs will allow us to build upon our tradition of excellence and enhance the on-campus experience for every student."

CTLL and EdTech offered hands-on Blackboard workshops in the mornings on January 10th, 11th, and 12th and drop-in labs each day. Workshops provided hands-on learning in areas that are used most often in teaching, grading, and course creation. The afternoon labs offered the faculty a time to work on your course and ask questions with a high level of support. The workshops were offered in-person and the labs were offered in person and via Zoom. Last minute workshop attendees who didn't have a chance to sign up were welcomed as well.



CSU Pueblo women's cross-country team finished sixth at nationals this weekend. After being ranked 23rd at the start of the season, the team fought their way to the NCAA Division II Championships. Sophomore Helen Braybrook and Graduate Student Yasmine Hernandez both earned All-American honors following their performance at the meet. This is the highest finish for women's outdoor cross-country in the program's history. "I will never take for granted how special it is to see student-athletes compete at the highest level of their sport," Vice President for Athletics and Strategic Partnerships Dr. Paul Plinske said. "This season, we had five out of six fall sports competing at the NCAA Division II Championship events. I am proud of our women's cross-country team and the work that they put in to achieve this historic accomplishment for our program."

Faculty Academy at the Center for Teaching, Learning, and Leadership helped by appointment on Preparing for next semester's classes for Designing a motivational syllabus and using free software to replace iClickers for in-class quizzes.

Faculty Academy at the Center for Teaching, Learning, and Leadership presented a seminar on 12/1 on comparing Nearpod, Class for Zoom, and Zoom polling as options for engaging students via in-class quizzes. Discussion was also made about how to use the syllabus as a motivational tool to engage students and promote a growth mindset focusing on syllabus language, content, and length which can reflect the diversity, equity, and inclusion practices. Key learning objectives of the presentation were:

- Develop a draft of a motivational course description, instructor information, and assignment rationale.
- Determine where the syllabus and student motivation converge by including useful suggestions and insights from research studies on the tone, language, substance, and length of the syllabus.
- Compare three different online quizzing platforms in terms of the relative time commitment, ease of administering, ease of recording, and effectiveness of providing feedback to the instructor and students.

The Chicano Studies Program, CSU Pueblo University Library, the Center for International Programs and Inclusive Excellence arranged a mini-conference on 12/3/2022 on Curanderismo and Indigenous Healing as we honor the closing of Native American Heritage Month. Guest speakers included community leaders Lilian Chavez, Benetta Cruz, Rebecca Robles, and Maria Vega Clark.

**Concluding Remarks.** Our faculty are fatigued, overloaded and undercompensated. President Mottet is trying hard to recover the compensation to 90% of the market, as stated in the previous meeting. Governors, please keep on supporting us as much as you can in this effort.

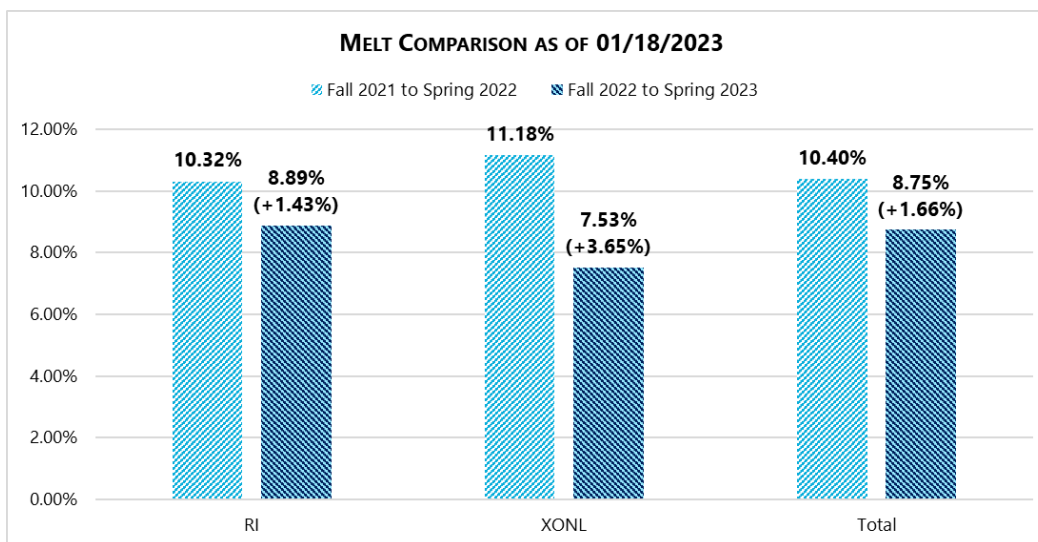




To: Colorado State University Board of Governors  
From: Dr. Timothy Mottet, President  
Subject: February 2023 President's Report

### SPRING 2023 ENROLLMENT

The enrollment headcount across both on campus and online enrollment for spring 2023 was 3,172 students as of Jan 18, 2023. Enrollment on campus was 2,882, and Extended Studies Online is 344. These numbers are *not* final as the census date is February 1. Final numbers will be reported on February 5. The current melt percentage for headcount is for overall enrollment is 8.75%. On campus enrollment specifically is 8.89%



This initial data suggests that our new freshmen students are mitigating the continuing student melt. New freshmen fall 2022 re-enrolled for spring 2023 at a rate of 87% compared to spring 2022, in which only 81% re-enrolled.

We had 214 “new” students enroll in the spring 2023 term including both on campus and online students. CSU Pueblo Online saw a 16% increase in headcount of online students for the spring semester by the first day of the term. Though that number may change closer to census, online programs are growing. Particularly exciting is the first cohort of the new online Doctoral in Education began spring 2023 and has a full cohort of 10 students, which was the enrollment target goal.

This revenue correlation is beyond the scope of this report.



### *Enrollment Highlights:*

- There are over 104 new on campus transfer students to the campus and 33 new freshmen came for spring 2023 – having taken a gap fall. The evidence suggests that resident undergraduates are increasing compared spring 2023.
- The Independent Study program brought on a new partner in fall 2022, BTOP Education, an international education company to help international students who had to return home during COVID finish their degrees from U.S. institutions of higher education. This brought on 131 new non-degree students for a combined 600 credit hours.
- High School Programs had 143 unique offerings in its Senior-to-Sophomore (dual enrollment) program, serving over 11 school districts in Southern Colorado.
- Concurrent enrollment students took 113 unique courses among 109 registered students.

### *Enrollment Challenges:*

- Non-resident undergraduate and graduate enrollment declined compared to spring 2022.
- Continuing juniors and seniors from prior terms have not yet returned to complete their degrees.

## **ACADEMIC AFFAIRS**

*Retro As You Go.* CSU Pueblo is part of the group leading the effort in prototyping Colorado's "Retro As You Go" initiative, part of the CDHE initiative for incremental credentialing linked to SB22-192 and spearheaded by the Lumina Foundation. It facilitates retroactive award for accumulated learning of certain workforce-related credentials to our former students and will include existing certificates as well as potential new micro-credentials, possibly as early as this semester.

*College of Humanities Arts and Social Science.* CSU Pueblo's Open Educational Resources team has reported savings of \$335,000 to students for AY22-23 from all OER supported by grant funding from Colorado Department of Higher Education. Savings of about \$800,000 are projected by AY 23-24. The Media & Entertainment department received a \$25,000 award from the Colorado Media Project, entitled "Discovering Diverse Voices," to highlight the importance of community journalism and storytelling. Dr. Alegría Ribadeneira has been selected as one of two lead instructors for the Heritage Language Teaching Summer Workshop in UCLA.

### *College of Health, Education, and Nursing*

*School of Health Science and Human Movement.* Karen Marley, Senior Lecturer, was selected by the SHAPE America Service and Lifetime Achievement Awards Committee to receive the Joy of Effort Award at the 2023 National Convention of the Society of Health and Physical Educators in March 2023. The Master's in Athletic Training program was granted 5 years of initial accreditation by the Commission on Accreditation of Athletic Training Education.

*School of Education.* Launched the new Ed.D. Doctorate in Educational Leadership program through Extended Studies Spring 2023.

*School of Nursing.* Received funding of \$65K from Colorado S.B. 172 to start a rural initiative Nursing program. We have initiated a hybrid program to be built and have space donated by the School System in collaboration with Spanish Peaks Regional Center. We are hopeful that ongoing support will be funded at \$400,000 annually. A joint degree is being developed for an MS Direct Entry Nursing with a BS from CSU Ft. Collins. This collaborative program will be housed on the Ft. Collins campus.

*STEM Wraparound Services.* To better address the mental health and wellness needs of STEM students, the Mentoring Access & Platforms in STEM (MAPS) Program created the Center for STEM Support. Highlights include: Student-led STEM affinity groups to support diverse student groups (ex: LGBTQIA+, LatinX). Mental health and counseling support





via the STEM Counseling Specialist in collaboration with the Counseling Center. The Calm Room - a safe and comfortable private space for STEM students to decompress and relax.

## OPERATIONS & ADVANCEMENT

*Vision 2028.* For FY23, we are scheduled to complete 16 new activities and invest \$6,299,600, which includes a continuation of all FY22 activities, and full funding for all FY23 activities. To date, we have completed 8 of 16 activities for a total investment of \$4,103,678, for a completion rate of 50%.



*Operations, Facilities.* The \$17M state-funded Technology Building renovation has begun. As of the start of fall 2022, all academic programs have been relocated to existing spaces on campus. Abatement will begin in late January 2023, with an expected groundbreaking to begin in spring 2023 (estimated handoff to Nunn Construction in May 2023). Expected completion of the renovation is set for mid-Winter 2024.

*Advancement.* The Denver-based Advancement team has brought in \$124,000 since the last report, including a \$12,000 Space Leadership Scholarship, \$10,000 for Enterprise Holdings Foundation for the Hasan School of Business, \$2,500 from TIAA, and the receipts of the first \$100,000 tranche of monies from Canvas Credit Union.

*HSI Programs.* On January 6, 2023, in coordination with Dr. Derek Lopez, Christopher Beltran, and the CSU Pueblo HSI Programs, our Operations and Advancement division supported the CSU Spur Hydro building grand opening and the kick-off of the 2023 National Western Stock Show, with a performance by the CSU Pueblo Ballet Folklorico team and with the purchase of a CSU Pueblo donor/partner table at the Boots and Business Luncheon.

*The CSU Pueblo Provost Search.* In September 2022, after strategic round to call for proposals, CSU Pueblo selected a team at Academic Search to steer the search for our new Provost and Executive Vice President of Academic Affairs. President Mottet appointed a cross-functional search and screen committee (10 members, plus a chair, representing the Office of the Provost and every academic college), chaired by Dr. Donna Souder Hodge. During October and November,



Academic Search conducted a series of pre-search survey and listening sessions with key CSU Pueblo individuals and stakeholder groups. By early December, the committee, with the approval of President Mottet, finalized the position description and collaterals (including the creation of an active website, <https://www.csupueblo.edu/provost-2022-search/index.html>); the search went live on December 13, 2022. Between now and February 7, the Academic Search team will be in the active recruitment phase, and by February 21, each committee members will have reviewed all applicants and forwarded a “Top 10 Candidates of Interest” list to the Academic Search leads. The committee will meet on February 24 to select 8-10 semi-finalists to interview via first round Zoom on March 1 and 2. Finalist interviews will be scheduled on campus March 13-17 and March 27-31. We anticipate final background checks will be complete and an offer may be made by President Mottet by no later than April 28, with a preferred candidate start date of summer 2023.

## BRIEF REPORTS

*Human Resources & Institutional Equity.* In 2022, there was a slight increase in the numbers and quality of candidates for CSU Pueblo’s tenure track faculty and higher level administrative professional positions. Filling entry-level and lower-wage positions remains challenging due to inflated starting pay offered locally. To ameliorate the employee experience and encourage retention, HR has worked cooperatively with the Office of President to implement employee enhancements and incentives. Along with other institutions across the state, CSU Pueblo is preparing for the fiscal impacts and operationalization of the Paid Family and Medical Leave Insurance program (FAMLI), which includes a requirement through at least June 2023 for the university pay the employer and employee premiums for State classified employees. The new State classified compensation and step increase plan is also on the horizon.

*Audit.* The Office of the President is overseeing five active internal audits with 45 recommendations and completed fourteen additional audits. To date, 196 recommendations are completed; five will be completed by December 31, 2023, and one will be completed by the end of 2024. All audit recommendations will continue to be processed on schedule or under revised target dates in agreement with internal audit guidance.

*Athletics.* Intercollegiate Athletics concluded one of its most successful seasons in school history this past fall. The ThunderWolves won over 70% of their contests. Four of six teams advanced to the NCAA Championships with football finishing 17<sup>th</sup>, volleyball 33<sup>rd</sup>, women’s cross-country 6<sup>th</sup> and men’s soccer 2<sup>nd</sup>. The Pack finished 8<sup>th</sup> in the LEARFIELD Directors’ Cup Fall Standings with 213.5 points. This is highest mark in school history.

Our programs continue to maintain record number of participants with approximately 650 student-athletes. These individuals had a remarkable 3.20 fall term GPA, which is the highest in school history. Over 90 student-athletes had a 4.0 GPA in the fall semester and 239 student-athletes had above a 3.5 GPA. Our 21 varsity sports accumulated 4,226 community service hours.

This fall, long-time football coach John Wristen retired from his role. He will move into athletics development and external relations. In December, we hired Colorado native Philip Vigil, who was most recently the head football coach at Western New Mexico.

*Southern Colorado Institute for Transportation Technology.* The Southern Colorado Institute of Transportation Technology (SCITT) is created by the State of Colorado to conduct and facilitate education, training, and research on issues related to the safety, security, and innovation of railroad, ground, and intermodal transportation and general issues related to transportation problems in the state. The institute started collaborating with in-state and out-of-state institutions to pursue research grants. The institute created a steering committee consisting of five senior personnel from the university including the director and is in the process of finalizing the governing board as specified in the house bill. In the 2022 calendar year, the institute has submitted several research grant proposals of over \$63 million dollars.

*Student Affairs.* To expand our university appeal, Student Engagement and Leadership created the *ThunderWolf Scoop Podcast*, which will be launched the first week of classes. Additionally, the Pack Family Advisory Committee reviewed





CAMPUS ESP, a parent communication portal, to support strengthening communication efforts between the University and families for fall 2023.

To support student success efforts, Student Affairs met with the Colorado Department of Higher Education (CDHE) for a check-in regarding CSU's Pueblo Hunger Free & Healthy Minds Designation. CSU Pueblo received numerous complimentary comments about the work being implemented. Additionally, CSU Pueblo will participate in the free Single Stop Project that is sponsored by CDHE. The project will connect campuses to community resources that can assist students who may be eligible for federal and local public benefits programs. Furthermore, in collaboration with

Pueblo Care & Share and SNAP benefits programs, CSU Pueblo will have a food drive for the Pack Pantry. Likewise, the Wolfpack Wellness Center plans to partner with the JED Foundation Campus Initiative to support the creation of a mental health strategic plan for CSU Pueblo. To support student persistence further, the Disability Resource and Support Center provided 198 accommodations, while the Wolfpack Counseling Center had 1300 visits for the fall semester. Furthermore, Pack CARES referrals increased by 40% fall 2022, compared fall 2021.

Regarding student programs, the Thunderwolf Recreation Center Outdoor Pursuit program had 201 climber participants in fall 2022; compared to 162 in fall 2021. Student Conduct and Community Standards adjudicated 90 cases in fall 2022; while Residence Life and Housing saw a stabilized housing occupancy of approximately 727, which is up from previous years.

Finally, to develop our people, some of our Student Affairs' staff attended the IUPUI Assessment Institute. For spring semester, Student Affairs' will be working with each staff member on NASPA/ACPA competencies.

*Presidential Fellow.* Dr. Kevin Van Winkle continues his work on mitigating the inadequacies in administrative processes that can undermine productivity and morale, otherwise referred to as "sludge." A survey completed by the President's University Leadership Team (ULT) identified the job offer creation and approval process to have the most sludge and most in need of improvement. Working with various CSU Pueblo stakeholders, Dr. Van Winkle has provided President Mottet with a comprehensive plan to improve this process. It includes meeting opportunities for administrative professional to share best practices, professional training workshops, and enhanced technological affordances. These will be deployed in the upcoming months. His other efforts to reduce sludge and contribute to enhancing CSU Pueblo's people include digitizing commonly used documents, initiating the use of online repositories for frequently updated information, and meeting with faculty members, administrators, and leadership regularly to learn more about the process inefficiencies they encounter and how they might be improved. Dr. Van Winkle recently wrote about his work in the article "Could Reducing 'Sludge' Increase Faculty Morale?" for *Inside Higher Ed*. Together, President Mottet and Dr. Van Winkle will lead a workshop at the Association for Academic Chairpersons conference in February, where they will share tips and techniques other leaders in higher ed can use to enhance faculty morale through sludge reduction.

*Presidential Engagement.* The Office of the President serves as the liaison to a variety of university stakeholders that includes positioning the University, through the President, with civic and business leadership, alumni, the CSU System and Board of Governors, local city government, state legislators, and donors. Below is a list of Presidential engagements from mid-November 2022 to mid-January 2023:



Nov. 16	New Hire Orientation	Welcomed New Employees to CSU Pueblo at Monthly Orientation
Nov. 16	CSU Pueblo Foundation Executive Committee Meeting	Monthly Meeting
Nov. 16	Meet with Frances Koncilja	CSU Pueblo Donor Engagement
Nov. 16	Dinner with Marianna Gatto	Pueblo Community Engagement
Nov. 17	Lunch with Ralph Williams, Barb Vidmar & Michael Salardino	Pueblo Community Leader Engagement
Nov. 30	Las Comadres Lunch	Pueblo Community Leader Engagement
Nov. 30	Meeting with Dennis Flores	Pueblo Community Leader Engagement
Dec. 3	Men's Soccer NCAA Championship Match	CSU Pueblo Athletics Engagement, Attended Championship match vs Franklin Pierce in Seattle, Washington
Dec. 4	Men's Soccer Welcome Home Celebration	Attended event to welcome the Men's Soccer team back to campus and celebrate their historic season
Dec. 5	Coffee with Janelle Quick	Pueblo Community Leader Engagement
Dec. 6	CSU Pueblo Employee Holiday Party & Tree Lighting Event	Attended the CSU Pueblo Employee Holiday Party and lit the Holiday tree
Dec. 7	Colorado Trust Luncheon	Town hall style meeting to hear from leaders in the Pueblo community
Dec. 8	Latino Chamber of Commerce Festival of Trees	Pueblo Community Engagement
Dec. 9	Angel Tree Project Celebration	CSU Pueblo Campus Engagement
Dec. 13	Finals Week Late Night Breakfast	Served Breakfast to students from 9 to 11pm with other CSU Pueblo Leadership as part of finals week activities
Dec. 15	Admin Pro Council Holiday Social	CSU Pueblo Campus Engagement
Dec. 21	Meeting with District Attorney Jeff Chostner	Pueblo Community Leader Engagement
Jan. 3	Meeting with Sheriff David Lucero & Undersheriff Steve Bryant	Pueblo Community Leader Engagement
Jan. 7	Boots – N – Business Luncheon	CSU System Engagement
Jan. 7	Hydro Ribbon Cutting Event	CSU System Engagement
Jan. 9	Coffee with County Commissioner Garrison Ortiz	Pueblo Community Leadership Engagement
Jan. 9	National Western Citizen of the West Dinner	CSU System Engagement

### CSU PUEBLO IN THE NEWS

*CSU Pueblo Proudly Announces the Results of the Hasan School of Business CyberWolves in the Nationwide National Cyber League (NCL) Cyber Games and Individual Competitions.* Colorado State University Pueblo proudly announces the results of the Hasan School of Business CyberWolves in the nationwide NCL (National Cyber League) Cyber Games and Individual competitions. This online competition, which ran from Friday, November 4, through Sunday, November 7, included Research 1 (R1) and Division 1 (D1) competitors. Dr. Roberto Mejias, Head CSU Pueblo NCL Coach, Associate Professor of Computer Science Information Systems (CIS) and Director, Center for Cyber Security Education and Research (CCSER), stated, “We have a scrappy and hardworking core of CSU Pueblo students who have been outscoring big R1 and D1 universities with well-funded Cyber-Security programs. And, our CSU Pueblo students are thrilled to be outranking these big schools, year after year, on the NCL National Team Leader Board.” CSU Pueblo’s CyberWolves have ranked among the top 2% of national teams for the past several years. This year’s teams continued that trend, resulting in the Cyberwolves placing 24th out of over 3,000 teams. CSU Pueblo is currently ranked in the top 1% of participating schools in the nation. Dr. Mejias attributes the continued success to CSU Pueblo’s recent re-





designation as an NSA-CAE institution (U.S. National Security agency-Center for Academic Excellence). This national ranking brings with it the hopes of attracting more STEM-related students, particularly in the underrepresented areas of minorities and women. This continued endorsement will keep enrollment numbers up at the university's Hasan School of Business.

*Men's Soccer Advanced to the NCAA Division II Championship Game.* CSU Pueblo Men's Soccer advanced to the NCAA Division II Championship match set for 1 p.m. MST on Saturday, Dec. 3, at Interbay Stadium in Seattle. Teamwork led the Pack to their 1-0 victory over Barry University. With only 29 seconds left in regulation play, midfielder Caio Oliveira took a free kick near midfield and volleyed the ball to defender Shjon Andrews. Forward Gabriel Campora was in position to receive the volley from Andrews and landed a header into the net. This is the Pack's first appearance in a championship game. The Pack has had a record-breaking season, out-shooting their competitors with a shots-on-goal average of 158-310 compared to 67-155. The team had an appearance at the NCAA Tournament in 2021, where they lost in the second round. *Men's Soccer fell to Franklin Pierce at the NCAA Division II Championship.* The historic run for the CSU Pueblo Men's Soccer team ended in Seattle with a final score of 2-0 in favor of the Ravens, giving the Pack their fourth and final loss. "Win or lose, we are always proud of the way our student athletes compete on and off the field," Vice President of Strategic Partnerships and Athletic Director, Dr. Paul Plinske said. "This is the furthest our program has gone, and this lays a great foundation for Coach Twelvetrees and his team to build upon and we expect to see them make a third appearance in the NCAA Division II Tournament next year." The ThunderWolves season ended with a record of 19-4-2. Their journey to the championship match began by hosting the second round of the NCAA Division II Tournament where they defeated Cal Poly Pomona. The streak continued with another win against St. Mary's, who handed them their second loss of the season earlier in September. The team continued their march and triumphed over the Northwest Nazarenes at the Regional Final in Texas, punching their ticket to Seattle where they dominated Barry University in the Final Four. "This team reflects what we hope every student athlete at CSU Pueblo can experience. Although it isn't the outcome we had hoped for, our men's soccer team serve as inspiration to all student athletes and make us prouder as a Pack," President Timothy Mottet said.

*Women's Cross Country Team Finished 6<sup>th</sup> at NCAA Championships, Two Runners Receive All-American Honors.* CSU Pueblo women's cross-country team finished sixth at nationals. After being ranked 23rd at the start of the season, the team fought their way to the NCAA Division II Championships. Sophomore Helen Braybrook and Graduate Student Yasmine Hernandez both earned All-American honors following their performance at the meet. This is the highest finish for women's outdoor cross-country in the program's history. "I will never take for granted how special it is to see student-athletes compete at the highest level of their sport," Vice President for Athletics and Strategic Partnerships Dr. Paul Plinske said. "This season, we had five out of six fall sports competing at the NCAA Division II Championship events. I am proud of our women's cross-country team and the work that they put in to achieve this historic accomplishment for our program." The seven-person team at the NCAA Division II National Championships Festival included Helen Braybrook (Soph.), Yasmine Hernandez (Sr.+), Margot Thomas-Gatel (Jr.), Bethany Donnelly (Fresh.), Claire Pauley (Sr.) and Taylor Holland (Jr.). "This was the best field in Division II history," Head Coach Matt Morris said. "As I was standing there watching the team compete, it was going so fast, but I reflected on how special of a moment this is for our team and our program," Coach Matt Morris said. "This year marked the 50th anniversary of Title IX, and I was thinking of Jesse Banks and all the women that have gone before that fought and paved the way for future generations to make this moment possible for our team today."

*Christopher Beltran Announced as the Director of Hispanic Serving Institution Initiatives.* CSU Pueblo named Christopher Beltran as the Director of Hispanic Serving Institution (HSI) Initiatives. Beltran will be responsible for



supervising and implementing Title V grants received from the Federal Department of Education (DOE). This includes overseeing the four active Title V grants totaling over \$12 million. “As a Pueblo native, CSU Pueblo has always held a special place in my heart, and I am excited to be a part of the strategic changes that are taking place on our campus,” Beltran said. “I look forward to playing a role in the innovative and dynamic work made possible by HSI funding.” Title V grants are awarded to projects that are specifically designed to assist the institution in its service to Hispanic and low-income students. These funds help support activities that foster student success, outreach, advising, tutoring, diversity, equity, and inclusion (DEI), mentoring, graduate programming, online course offerings, and career placement. All students at CSU Pueblo are eligible to receive services provided and funded by these grants. “Our designation as a Hispanic Serving Institution is an important part of our identity,” President Timothy Mottet said. “Title V and HSI initiatives support high-impact instructional programming that is particularly significant for our diverse student population at CSU Pueblo.” Beltran is a proud graduate of CSU Pueblo. He earned a master's degree in social work at CSU Fort Collins and is a Licensed Clinical Social Worker (LCSW). His career includes working with veterans at the U.S. Department of Veterans Affairs. “I am delighted that Chris has decided to join the CSU Pueblo team. He has a vast amount of experience implementing grant funded programs, is a skilled grant writer, and brings new life to our Title V efforts,” Associate Vice President of Operations and Advancement Dr. Derek Lopez said.

*CSU Pueblo Head Football Coach, John Wristen, Announces Retirement and New Role as Athletic Development and External Relations Officer.* Head Football Coach John Wristen announced his retirement from coaching and an expanded role at CSU Pueblo. After leading the football program at CSU Pueblo for 15 seasons, Wristen will now serve as the Athletics Development and External Relations Officer. “We are thrilled that Coach Wristen will continue as a valued member of our Pack. I can’t thank him enough for his service to this institution and for his leadership as head coach of our championship football team,” President Timothy Mottet said. “He’s left his mark on this program, not only as the first head coach for Pack Football, but by establishing a culture of winning and giving back to the community. I have full confidence that John’s drive for our athletics programs will allow us to build upon our tradition of excellence and enhance the on-campus experience for every student.” Wristen will be responsible for leading fundraising initiatives to help support athletics programs at CSU Pueblo, including providing stewardship for existing donors as well as cultivating new donors. In addition to the Pueblo community, which has a long history of supporting CSU Pueblo athletics, he has an extensive network of alums and professional colleagues throughout the country who are poised to support Wristen’s 15 years of work at CSU Pueblo as head football coach. “Coach Wristen has been a dynamic leader for our football program. We look forward to having him in this enhanced role within the athletics department,” Vice President of Strategic Partnerships and Athletics Director, Dr. Paul Plinske said. *Phillip Vigil Announced as Colorado State University Pueblo’s New Head Football Coach.* Following a competitive search, Vice President for Athletics and Strategic Partnerships, Dr. Paul Plinske has announced that Philip Vigil from Western New Mexico University (WNMU) has accepted the new head coach position for CSU Pueblo Football. “Coach Vigil will build on our strong foundation by bringing a high level of energy, passion for people, and a belief in our mission of developing champions. With successful experiences at some of the best Division II schools in America, Coach Vigil is also focused on making a difference in the lives of his student athletes. Phil is a native of Arvada, Colorado, so he is very familiar with Colorado; he has the ability to expand the Pack football footprint while attracting high-caliber student-athletes to CSU Pueblo,” Dr. Plinske continued. Coach Vigil arrives in Pueblo after serving as the head football coach for the Western New Mexico University Mustangs for two seasons. Under Vigil’s leadership, the Mustangs played their first winning season in the Lone Star Conference (LSC) since 1993. During his tenure, the football program earned 17 All-Conference Awards, the most for WMNU in LSC history. Following a 30-year championship drought, Vigil led the Mustangs to the Chile Bowl Championship title in 2022, beating rival Eastern New Mexico University, 38-24. “We are excited to welcome Coach Vigil to the Pack,” President Timothy Mottet said. “Phil is a passionate educator who understands the work ethic, the families, and the long-term dreams of the students we serve at CSU Pueblo. He is a proven winner, highly organized, and an effective communicator, but most importantly, Phil has a vision for student-athlete success that extends well beyond the football field. I am confident that his leadership and proven track record will build upon the excellence of our football program and that the Pack will continue to be strong students, community members, and contenders in the Rocky Mountain Athletic Conference.”



A group of diverse students are shown in a candid, joyful moment, laughing and smiling together. The students are of various ethnicities and ages, creating a sense of community and shared experience. The background is slightly blurred, focusing attention on the students in the foreground.

# AN ENHANCED **PROFILE**



COLORADO STATE UNIVERSITY

**PUEBLO**



A photograph of two young women sitting outdoors, smiling and looking at a spiral-bound notebook. The woman on the left has long blonde hair and is wearing a red sweater. The woman on the right has dark curly hair and is wearing a white cardigan. They are in a park-like setting with trees in the background.

## ENHANCE OUR APPEAL.

Over the next year, CSU Pueblo will be focused on enhancing the public's awareness of CSU Pueblo and the ways that our campus offers a differentiated and unique student experience. The CSU System's brand survey, while designed to establish a baseline for additional brand surveys, immediately suggested that CSU Pueblo is not well known outside of Southern Colorado, and we believe we have an opportunity to increase this appeal.



**WE ARE**

Resilient  
Determined  
Innovative  
Bold  
Creative

*Thunderwolves*



**JOIN THE PACK**  
CSUPUEBLO.EDU



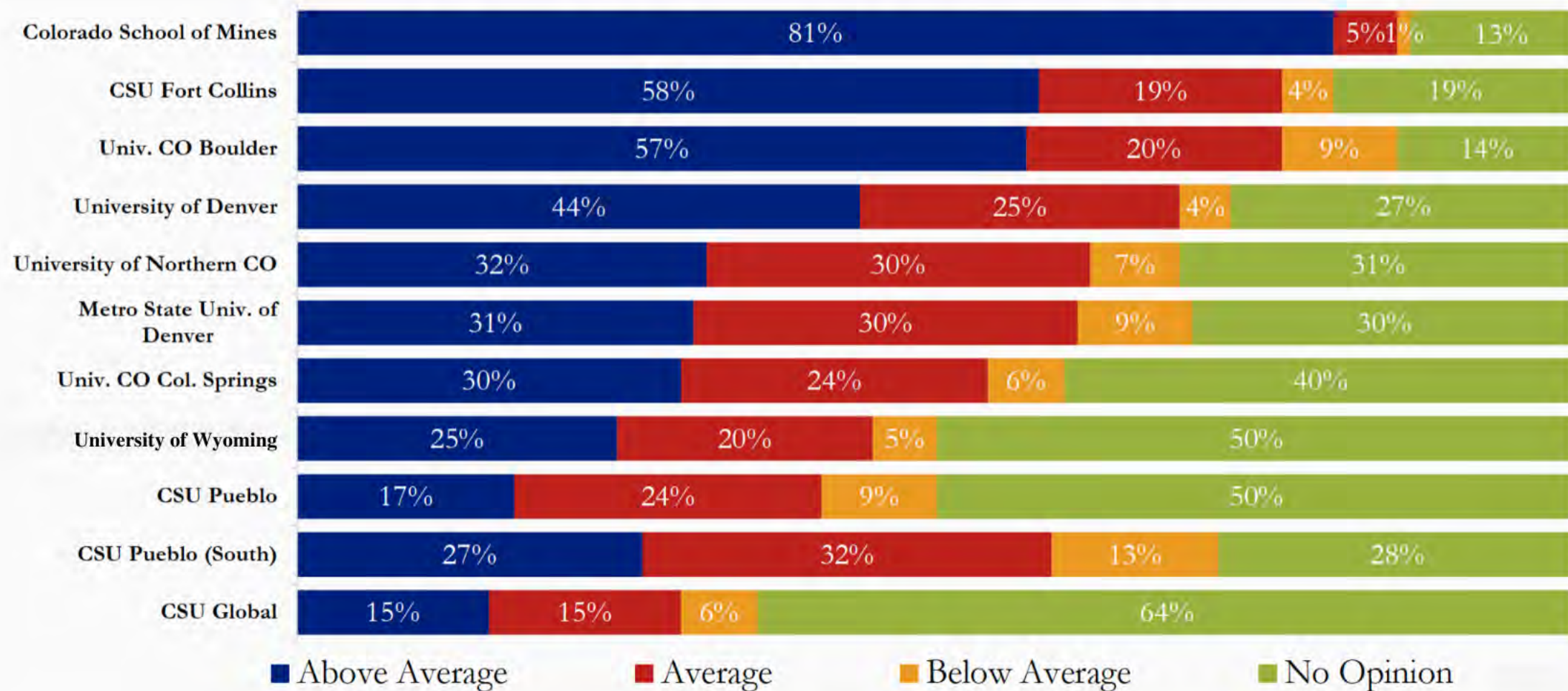
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**PUEBLO**

## THE OPPORTUNITY.

CSU Pueblo has identified four areas where we believe our campus is well-positioned to make a significant impact across Colorado and the SW United States: retention (closing the achievement gap for underrepresented students), student engagement (in academic activities and hands on learning), overall student experience, and across several "signature" academic opportunities.



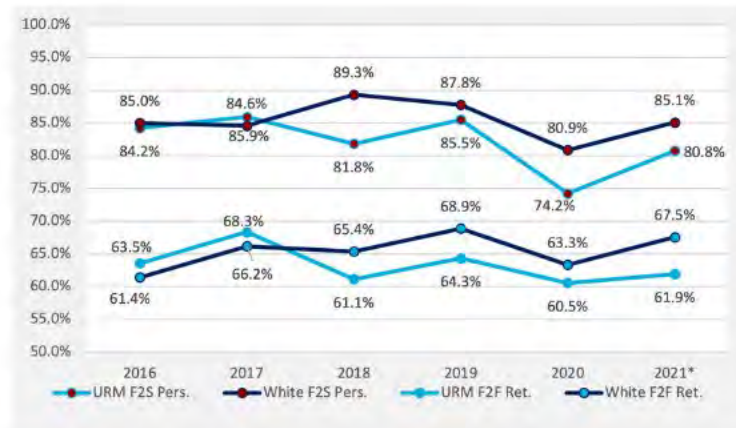
## PLEASE RATE YOUR IMPRESSION OF THE OVERALL QUALITY OF EDUCATION FOR THE FOLLOWING SCHOOLS:



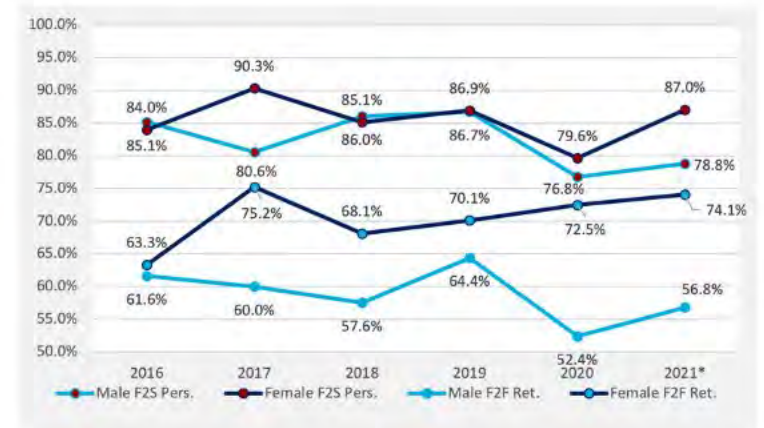


# RETENTION & PERSISTENCE ACROSS STUDENT GROUPS

One of CSU Pueblo's strengths is the retention and persistence of under-represented students as compared to the national and the Colorado average.



**First-Time, Full-Time Cohort Persistence & Retention, URM vs. White, 2016-2021**



**First-Time, Full-Time Cohort Persistence & Retention, Male vs. Female, 2016-2021**



# TWO STUDENT ENGAGEMENT

The 2022 National Survey of Student Engagement (NSSE) suggests that the quality of CSU Pueblo's student engagements, in the classroom and with support staff, is high and continues to increase. We believe that this level of engagement is not only a marker of ongoing improvement, but that it suggests a direction for robust enhancement and branding.

## Engagement Indicators

Sets of items are grouped into ten Engagement Indicators, organized under four broad themes. At right are summary results for your institution. For details, see your *Engagement Indicators* report.

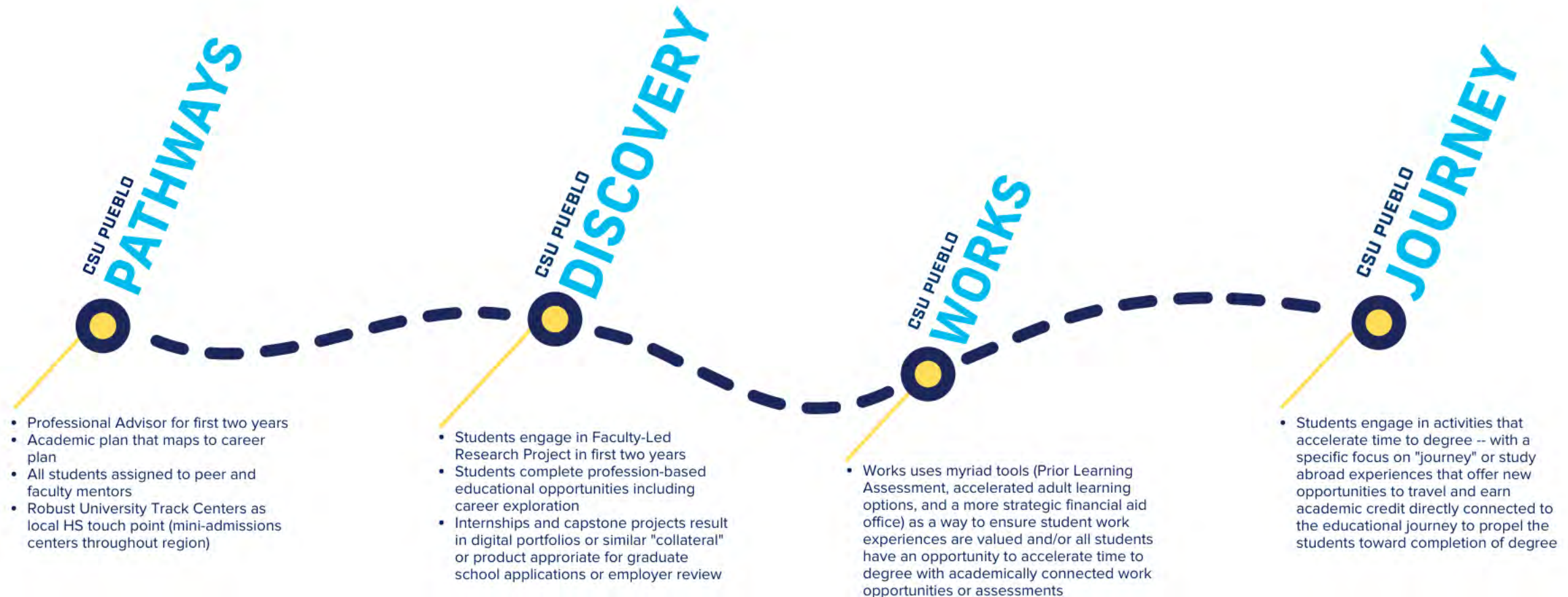
### Key:

- ▲ Your students' average was significantly higher ( $p < .05$ ) with an effect size at least .3 in magnitude.
- △ Your students' average was significantly higher ( $p < .05$ ) with an effect size less than .3 in magnitude.
- No significant difference.
- ▼ Your students' average was significantly lower ( $p < .05$ ) with an effect size less than .3 in magnitude.
- ▽ Your students' average was significantly lower ( $p < .05$ ) with an effect size at least .3 in magnitude.

Theme	Engagement Indicator	Your students compared with Institutional peers	
		First-year	Senior
Academic Challenge	Higher-Order Learning	△	--
	Reflective & Integrative Learning	▲	△
	Learning Strategies	△	--
	Quantitative Reasoning	▲	△
Learning with Peers	Collaborative Learning	▲	△
	Discussions with Diverse Others	△	--
Experiences with Faculty	Student-Faculty Interaction	△	△
	Effective Teaching Practices	△	--
Campus Environment	Quality of Interactions	--	▽
	Supportive Environment	--	--



# THREE CREATING A DIFFERENTIATED STUDENT EXPERIENCE





# POTENTIAL SIGNATURE ACADEMIC OPPORTUNITIES

## **CSU PUEBLO** *signature* OPPORTUNITIES

- ▶ **Nursing**
- ▶ **Transportation**  
(Including SCITT)
- ▶ **Health Sciences**  
(Including ICR)
- ▶ **Cybersecurity**
- ▶ **Teacher Education**
- ▶ **Art and Creative Media, Music, and Media & Entertainment**





COLORADO STATE UNIVERSITY  
**PUEBLO**



# Section 8

## *Annual Athletics Reports*

- Colorado State University – Pueblo – Paul Plinske, Athletic Director
- Colorado State University – Joe Parker, Athletic Director



# Colorado State University Pueblo

## *Intercollegiate Athletics*

*Paul Plinske, Ph.D.*

*Vice President for Athletics and Strategic Partnerships*



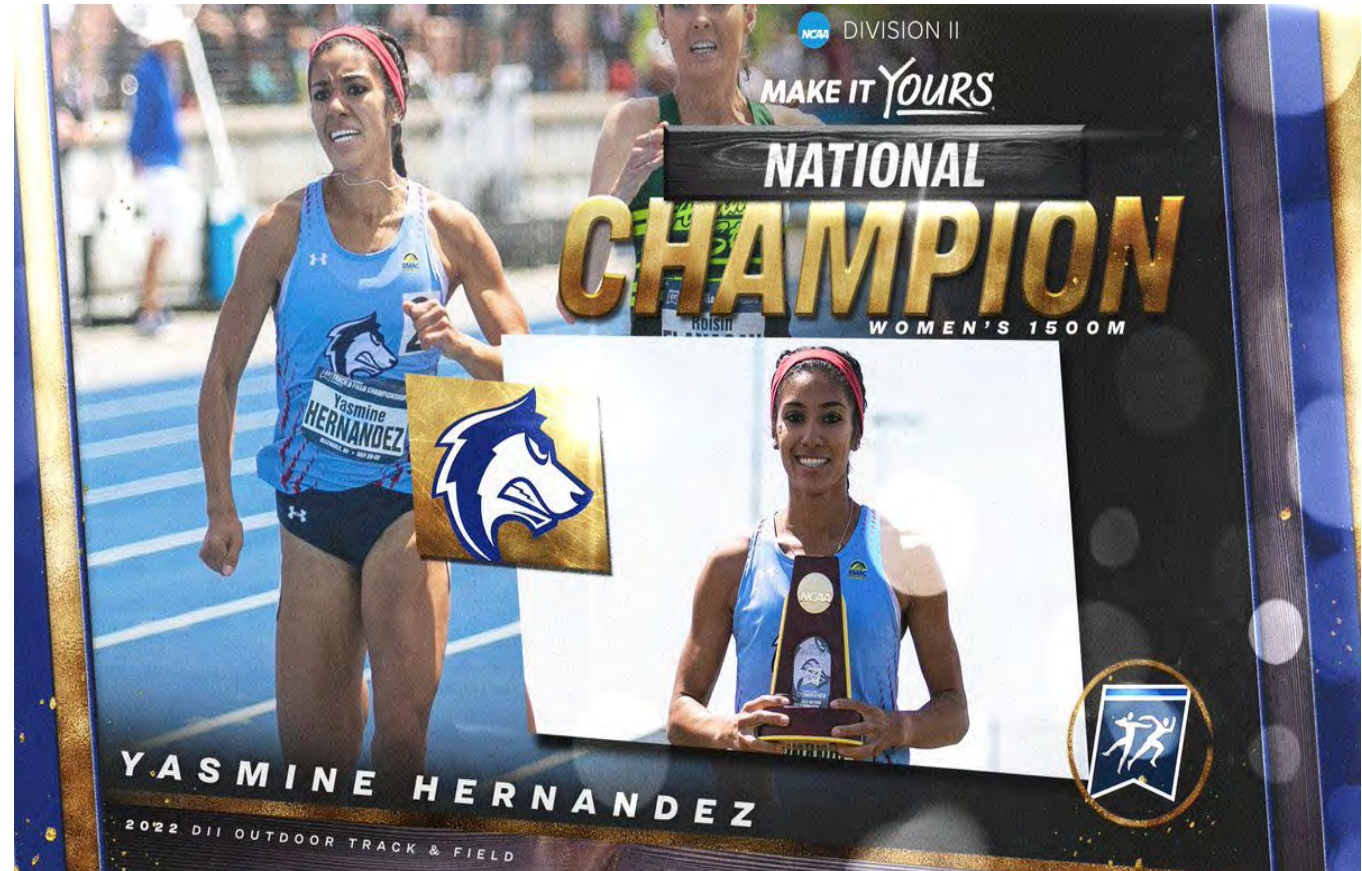


## *CSU PUEBLO ATHLETICS*

### 1. IMPACT

### 2. INVESTMENTS

### 3. PARTNERSHIPS





# MISSION and VISION

## *Mission*

To develop champions through academic excellence, athletic achievement and community engagement with the ultimate goal of building productive citizens.

## *Vision*

To be an athletic powerhouse and the standard for holistic student-athlete development and academic opportunity.





# DEVELOPING CHAMPIONS

1. Academic Excellence
2. Competitive Success
3. Program Integrity
4. External Outreach
5. Value to University and Community





# ACADEMIC EXCELLENCE

## 2021-22 Academic Year

- **3.167** combined GPA among 636 student-athletes
  - **3.068 GPA** in 2020-21
- **Graduation Rate** (2015-16 cohort)
  - 45% - student-athletes
  - 39% - student body
- **Two Academic All-Americans**
- **158 Academic All-RMAC Honors**





# COMPETITIVE SUCCESS

## 2021-22 Academic Year

- **24<sup>th</sup> in LEARFIELD Directors' Cup** standings (highest in school history)
- **4<sup>th</sup> in RMAC All-Sports Cup** (highest since 2017)
- **31 All-American performances**
- **Five National Champions** (Distance Medley Relay Team and Yasmine Hernandez)
- **Yasmine Hernandez**
  - **RMAC Woman of the Year**
  - NCAA Woman of the Year Top 30 Finalist
  - **NCAA Division II National Scholar Track Athlete of the Year**
  - Colorado Sports Hall of Fame College Athlete of the Year





# EXTERNAL OUTREACH

## 2021-22 Academic Year

- **5,179 community service hours** invested by CSU Pueblo student-athletes
- Hosted **two major sporting events**
  - 2021 CHSAA State Football Championships (6-man, 8-man, 1A, 2A and 3A)
  - 2022 CHSCA All-State Games
- Supported CSU Pueblo **Commencement Exercises** in ThunderBowl
- Over **5,000 youth participated** in CSU Pueblo camps and clinics





# VALUE TO UNIVERSITY AND COMMUNITY

## 2021-22 Academic Year

- **636 student-athletes**, 60 international, 50% ethnic minority
- Athletics represents **18% of undergraduate enrollment**
  - CSU Pueblo – 3,527 unduplicated undergraduate students
  - Athletics – 636 unduplicated student-athletes (highest in school history)
- Estimated **\$12 million net tuition revenue** for CSU Pueblo (not including room, board, books and fees)
- **RMAC President's Council and Athletic Administrators Council Chairmen**
- **Facility Use Rentals**





# “BANNER SEASON”

This past fall, Pack Athletics had one of its most successful seasons in school history.

*3.20 fall term GPA*

*92 student-athletes with a 4.0 GPA*

*239 student-athletes with a 3.5 GPA*





# “BANNER SEASON”

This past fall, Pack Athletics had one of its most successful seasons in school history.

## *8<sup>th</sup> in LEARFIELD Directors' Cup*

- *Football (17<sup>th</sup>)*
- *Volleyball (33<sup>rd</sup>)*
- *Women's Cross Country (6<sup>th</sup>)*
- *Men's Soccer (2<sup>nd</sup>)*

## *9 All-Americans*





# 2022-23 NCAA DIVISION II FACTS AND FIGURES

- **296 Active Members** (23 conferences)
- 50% public, 50% private
- 54% of membership – less than 2,500 students
- **37% of membership – 2,500-7,499 students**
  - CSU Pueblo – 3,500
- Average number of student-athletes
  - 481 with football (CSU Pueblo – 636)
  - 320 without football
- **Median expenses (with football) - \$10.6m**
  - CSU Pueblo - \$9.5m



DIVISION II

**MAKE IT *YOURS***



# FINANCIAL COMPARISON (FY21)

	<u>RMAC</u>	<u>CSU Pueblo</u>	<u>Difference</u>
Number Sports Sponsored	16	21	
Number Student-Athletes (Unduplicated)	417	583	
Cost per Student-Athlete (Institutional Support)	<b>\$10,801</b>	<b>\$7,872</b>	<b>-\$2,929</b>
 Total Allocated Revenue	 \$5,707,451	 \$6,063,546	
-University (E&G) and Student Fees			
 Total Generated Revenue	 \$1,145,944	 \$2,668,794	
-Ticket Sales, Camps and Contributions			
 Grand Total	 \$6,853,395	 \$8,732,340	

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL





# FINANCIAL ANALYSIS (FY23)

## Sources of Revenues and Expenses

### Revenues

University (E&G)	\$5.3
Student Fees	\$1.1
Ticket Sales	\$300k
Camps and Clinics	\$500k
Contributions	\$2.3

**Grand Total** **\$9.5**

### Expenses

Salaries (benefits)	\$3.3
Scholarships	\$3.25
Operations	\$2.95

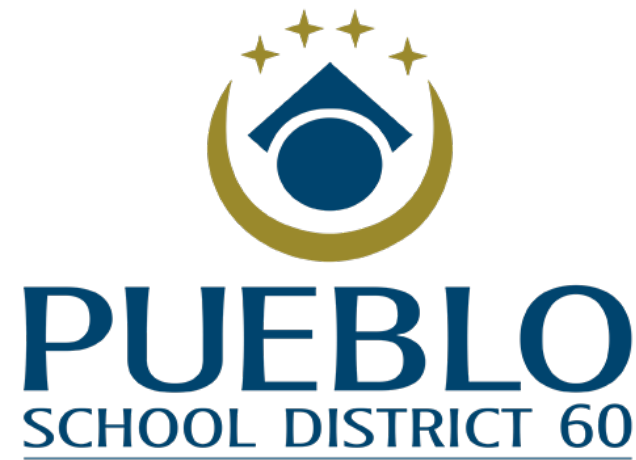
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# STRATEGIC PARTNERSHIPS



COLORADO STATE UNIVERSITY SYSTEM

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# COACHING TRANSITION

## John Wristen (2008-2021)

- *125-33 record*
- *2014 NCAA Division II National Champion*
- *Athletics Development and External Relations Officer*

## Philip Vigil (2022- )

- *Arvada, CO native*
- *Colorado Mesa graduate*
- *Western New Mexico Head Coach*





# PACK ATHLETICS

## **1. Modernize College Athletics to Enhance Student-Athlete Experience**

- a. Name, Image and Likeness (NIL)
- b. Transfer Portal
- c. Emergency preparedness
- d. Expanding championships

## **2. Stabilize Athletics Budget**

- a. Greater University support per student-athlete
- b. Bolstered external revenue generation

## **3. Strengthen our Compliance Efforts**

- a. RMAC and NCAA rules
- b. Procurement and Purchasing

**COLORADO STATE UNIVERSITY SYSTEM**

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL





650  
STUDENT  
ATHLETES



21  
SPORTS



1  
VISION



**PACK**

**ATHLETICS**

DEVELOPING CHAMPIONS





# CSU SYSTEM

COLORADO STATE UNIVERSITY

FORT COLLINS | PUEBLO | GLOBAL



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ATHLETIC PERFORMANCE  
2021-22





# COLORADO STATE ATHLETICS



## VISION

TO ENHANCE THE VALUE OF EVERY CSU DEGREE BY MAKING THE COLLEGE FOOTBALL PLAYOFF AND THE NCAA BASKETBALL TOURNAMENT.

## MISSION

TO EDUATE, ENGAGE, AND EXCEL.





# ACADEMIC PERFORMANCE 2021-22



# Academic Performance

## 2021 and 2022 Graduation Rates

2021 Rate (2014-15 cohort)	CSU Student-Athletes	All CSU Students	NCAA Div. I-FBS Student-Athletes	All NCAA Div. I-FBS Students	MW Student-Athletes (avg.)	All MW Students (avg.)	Rank in MW
Federal Graduation Rate	71%	70%	68%	71%	64%	59%	1st (tied w/ SDSU)
NCAA Graduation Success Rate (GSR)*	87%	N/A	89%	N/A	86%	N/A	6th (behind USU, BSU, WYO, AFA and UNR)

2022 Rate (2015-16 cohort)	CSU Student-Athletes	All CSU Students	NCAA Division I-FBS Student-Athletes	NCAA Division I-FBS Students	MW Student-Athletes (avg.)	All MW Students (avg.)	Rank in MW
Federal Graduation Rate	70%	70%	69%	72%	64%	61%	2nd (behind SDSU)
NCAA Graduation Success Rate (GSR)*	88%	N/A	90%	N/A	87%	N/A	6th (behind BSU, AFA, WYO, USU, UNR)

\*The NCAA Graduation Success Rate (GSR) cannot be calculated for non-athletes because it takes NCAA eligibility rules into account.



# Academic Performance

## 2021 and 2022 Graduation Rates

2021 Graduation Rates		2022 Graduation Rates	
Federal Graduation Rates (4-YR Class Average)		Federal Graduation Rates (4-YR Class Average)	
UC, Davis	83%	UC, Davis	83%
Illinois	81%	Michigan State	80%
Michigan State	80%	Illinois	79%
Purdue	73%	Purdue	71%
<b>Colorado State</b>	<b>71%</b>	Virginia Tech	71%
Iowa State	71%	<b>Colorado State</b>	<b>70%</b>
Kansas State	69%	Colorado	70%
Virginia Tech	69%	Iowa State	69%
Texas A&M	67%	Texas A&M	68%
Colorado	66%	Washington State	68%
Washington State	66%	Kansas State	67%
Oklahoma State	63%	Oklahoma State	67%
North Carolina State	62%	Oregon State	67%
Oregon State	62%	North Carolina State	65%
Tennessee	58%	Tennessee	59%



# Academic Performance

## 2021 and 2022 Graduation Rates

2021 Graduation Rates			2022 Graduation Rates	
NCAA Graduation Success Rate (GSR)			NCAA Graduation Success Rate (GSR)	
Illinois	95%		Iowa State	95%
Iowa State	93%		Illinois	94%
Kansas State	92%		Kansas State	93%
Michigan State	92%		Tennessee	93%
UC, Davis	92%		Michigan State	92%
Tennessee	91%		North Carolina State	92%
Colorado	90%		Colorado	91%
Virginia Tech	90%		UC, Davis	91%
Washington State	90%		Virginia Tech	91%
North Carolina State	89%		Washington State	91%
Purdue	89%		Colorado State	88%
Colorado State	87%		Oklahoma State	88%
Oklahoma State	85%		Oregon State	88%
Oregon State	85%	Purdue	88%	
Texas A&M	84%	Texas A&M	86%	



# Academic Performance

## Academic Progress Rate (APR)

Single-Year Rates					Multi-Year Rates				
SPORT	2020-21	2019-20	2018-19	2017-18		2020-21	2019-20	2018-19	2017-18
Men's Basketball	953	981	980	920		959	950	951	946
Men's Cross Country	1000	1000	963	1000		990	978	977	988
Football	964	962	946	946		955	952	954	967
Men's Golf	1000	969	1000	1000		993	993	1000	1000
Men's Track	990	982	947	990		977	975	980	991
Women's Basketball	1000	983	1000	1000		996	996	1000	992
Women's Cross Country	1000	979	1000	978		989	995	1000	986
Women's Golf	1000	1000	1000	1000		1000	1000	1000	992
Softball	1000	971	987	972		982	982	982	985
Soccer	989	1000	970	1000		989	987	987	995
Swimming and Diving	1000	1000	1000	1000		1000	1000	1000	1000
Tennis	1000	1000	1000	1000		1000	1000	992	978
Women's Track	983	985	1000	979		986	991	996	987
Volleyball	979	1000	1000	1000		995	990	990	990

### Notes:

1. APR measures semester-by-semester retention and eligibility rates for current scholarship student-athletes and is a predictor of future graduation rates.
2. A perfect APR score is 1000. The NCAA imposes penalties when the multi-year rate falls below 930.
3. APR data for 2021-22 will not be released until May 2023.



# Academic Performance TEAM GPAs

SPORT	Fall 2020	Spring 2021	Fall 2021	Spring 2022
Men's Basketball	3.22	3.19	3.16	3.04
Football	2.88	2.72	2.63	2.82
Men's Golf	3.23	3.30	3.38	2.96
Men's XC & Track	3.20	3.20	3.00	2.95
<b>All Male Student-Athletes</b>	3.01	2.91	2.82	2.85
Women's Basketball	3.28	3.21	3.12	3.26
Women's Golf	3.36	3.40	3.42	3.59
Women's Soccer	3.68	3.74	3.54	3.58
Softball	3.50	3.45	3.23	3.30
Women's Swimming	3.67	3.61	3.45	3.58
Women's Tennis	3.88	3.66	3.57	3.64
Women's XC & Track	3.57	3.49	3.46	3.44
Women's Volleyball	3.78	3.72	3.54	3.56
<b>All Female Student-Athletes</b>	3.60	3.53	3.43	3.49
<b>All CSU Student-Athletes</b>	3.31	3.22	3.13	3.17
<b>All CSU Students</b>	3.12	3.14	3.09	3.03



# ACADEMIC PERFORMANCE 2021-22 ACCOMPLISHMENTS





# Academic Performance

## 2021-22 Accomplishments

- 201 Rams earned MW Academic All-Conference recognition for achieving a grade-point average of 3.0 or better while competing in at least 50% of their teams' varsity contests during the year.
- 161 Rams earned MW Scholar-Athlete awards for achieving a grade-point average of 3.5 or better while utilizing a season of competition (competing in at least 1 contest), 12 of which earned 4.0 GPA.

### MW Academic All-Conference

2021-22: 201 student-athletes  
2020-21: 274\* student-athletes  
2019-20: 142 student-athletes  
2018-19: 133 student-athletes  
2017-18: 138 student-athletes

### MW Scholar-Athlete

2021-22: 161 student-athletes  
2020-21: 158\* student-athletes  
2019-20: 82 student-athlete  
2018-19: 72 student-athletes  
2017-18: 89 student-athletes

\*Athletic participation not required







# Academic Performance 2021-22 Accomplishments

Fall 2021 marked the fifth-highest student-athlete term GPA on record (3.13).\*

Spring 2020 marked the third highest student-athlete term GPA on record (3.17).\*

\* Records include 31 semesters worth of data, beginning with Spring 2007.





# ATHLETIC PERFORMANCE

## 2021-22

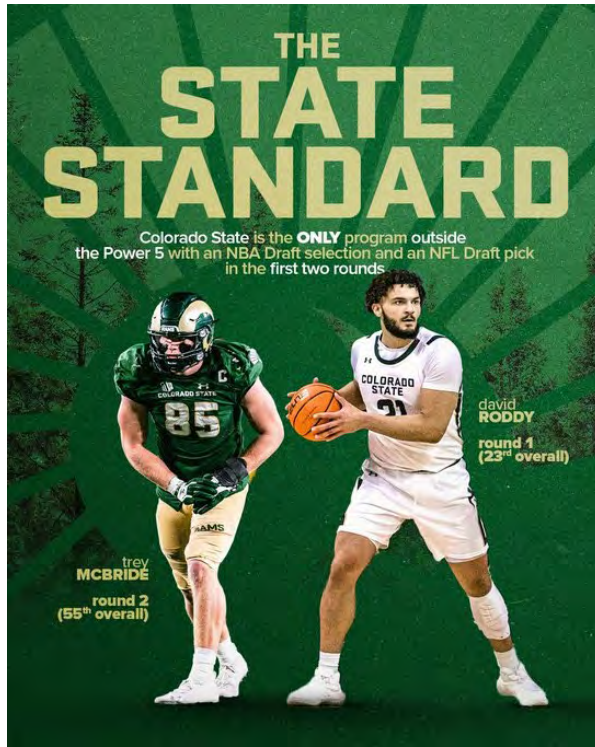


# Athletic Performance 2021-22

SPORT	CONFERENCE RECORD	OVERALL RECORD	CONFERENCE FINISH	COMMENTS/POSTSEASON
Men's Basketball	14-4	25-6	2nd	Men's basketball returned to the NCAA Tournament for the first time since 2013 after finishing a close 2nd in the MW standings. The Rams sold out the final five home games of the regular season, and David Roddy was a first-round selection in the 2022 NBA Draft for the Memphis Grizzlies.
Men's Cross Country	N/A	N/A	4th	Men's cross country finished 4th at the MW Championships led by Tanner Norman in 4th place. The team advanced to the Mountain Regionals where they finished 9th.
Football	2-6	3-9	5th	Tight End Trey McBride earned Colorado State's second-ever individual award by bringing home the John Mackey Award for the nation's top tight end. He was drafted in the 2nd round by the Arizona Cardinals. Punter Ryan Stonehouse concluded his decorated career as the NCAA's all-time leader in punt average. Stonehouse currently leads the NFL in punt average and is on record-setting pace as an undrafted rookie. Jay Norvell was hired on Dec. 6, 2022, to lead the Rams.
Men's Golf	N/A	N/A	2nd	The team advanced to the NCAA regionals for the first time since 2019; Connor Jones won the individual title at the MW Championships.
Men's Indoor Track & Field	N/A	N/A	2nd	Finished a close 2nd to Air Force at the MW Championships, 10 athletes and two relay teams were named All-Conference.
Men's Outdoor Track & Field	N/A	N/A	2nd	A narrow defeat in the final event of the meet put the Rams in 2nd place for the outdoor season. Jackson Morris (javelin) and Eldridge Harris (pole vault) set school records at the meet.
Women's Basketball	9-9	21-12	6th	Despite entering the MW tournament as a 6 seed, the Rams won three-straight to make it to the MW Championship game where they were narrowly defeated by UNLV. The Rams concluded the season in the WNIT.
Women's Cross Country	N/A	N/A	3rd	3rd place finish at MW Championships; team advanced to the NCAA Championships in consecutive years for the first time since 2006-07 and finished 17th.
Women's Golf	N/A	N/A	8th	Posted five top-10 finishes on the season; four Rams named WGCA All-American scholars.
Women's Soccer	5-5-1	6-8-3	5th	In her first season as head coach - with a shortened training session - new head coach Keeley Hagen leads the team back to the MW Tournament and a school-record five consecutive MW wins.
Softball	9-15	18-28	6th	Hailey Smith earns All-Mountain West honors; 10 named All-Mountain West scholar athletes.
Swimming & Diving	2-0	14-0	5th	An undefeated dual meet schedule included the first win over Wyoming in 12 years.
Women's Tennis	8-2	15-8	2nd	Mai-Ly Tran introduced as new head coach; program posts a 2nd place MW finish, the best in school history.
Women's Indoor Track & Field	N/A	N/A	1st	<b>The fourth title in six meets for the team by a significant margin over San Diego State; Lauren Gale and Lexie Keller advance to nationals where they finished 8th and 3rd, respectively, to earn First-Team All-American honors.</b>
Women's Outdoor Track & Field	N/A	N/A	2nd	A narrow 2nd place finish at the MW Championships; Lexie Keller finishes No. 6 nationally in the Heptathlon and earns first-team All-American honors.
Women's Volleyball	14-4	19-11	1st	<b>Rams clinch their 17th Mountain West championship; six Rams named All-Mountain West.</b>







# Athletic Performance 2021-22 Accomplishments

- ✦ Women's Indoor Track and Field and Volleyball win Mountain West championships and extend a streak of at least one conference championship to a 13th season.
- ✦ David Roddy (NBA, 1<sup>st</sup>) and Trey McBride (NFL, 2<sup>nd</sup>) each get drafted into professional leagues, giving Colorado State the distinction as the only non-Power 5 school in the country with a selection in the top two rounds of both leagues.







# Athletic Performance 2021-22 Accomplishments

- ✦ Lexie Keller finishes 6<sup>th</sup> in the NCAA Championships, the best heptathlon finish in school history. She was also named the MW Women's Indoor Athlete of the Year.
- ✦ Men's basketball returns to the NCAA Tournament and faces off against Michigan in the first round. The Rams were selected as an at-large bid.
- ✦ Trey McBride named a unanimous All-American, the first in the football program's history. McBride earned Colorado State's second-ever individual award by bringing home the John Mackey Award for the nation's top tight end.





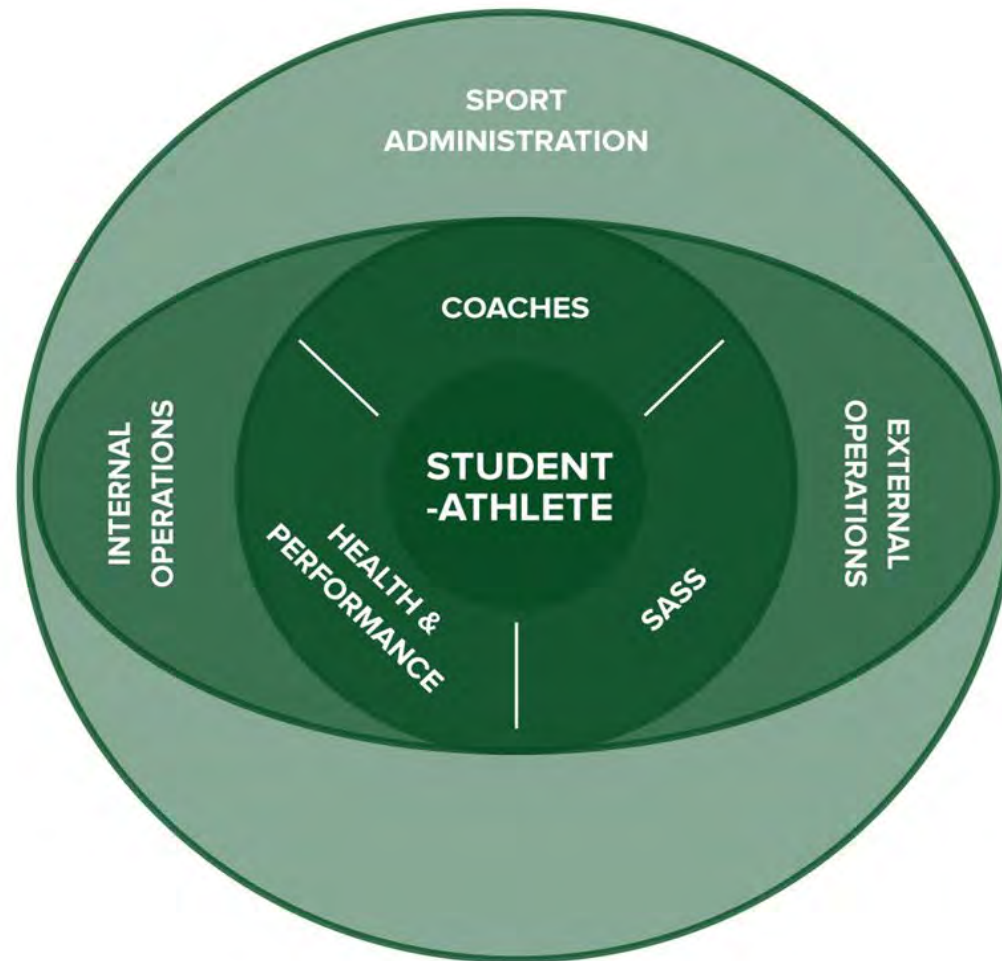
# Athletic Performance 2021-22 Accomplishments

- ✦ Tennis, in their first season under Mai-Ly Tran, sets a program win percentage record and beats Colorado for the first time in program history.
- ✦ Swim and Dive goes 14-0 in dual meets during the regular season, the most wins in a season in school history.
- ✦ Plans launched for the upgrade of locker rooms throughout Moby Arena as well as new stadiums for softball and soccer.



# Sport Administration

## Comprehensive Student-Athlete Experience





# FINANCIAL REPORT

## 2021-22





# FINANCIAL REPORT 2021-22

## Income Statement Pro Forma Fiscal Year 2022 - Canvas Stadium

	Revenues	FY16 Hughes	FY17 Hughes	FY18 Canvas	FY19 Canvas	FY20 Canvas	FY21 Canvas	FY22 Canvas
1	Premium Seat Donations	\$ -	\$ -	\$ 3,462,757	\$ 3,531,299	\$ 3,618,548	\$ 322,363	\$ 2,428,263
2	Priority Seat Donations	2,339,759	2,541,068	1,139,288	1,139,288	904,637	80,591	607,066
3	Tickets and Parking	3,705,625	3,632,874	5,151,617	5,440,190	4,200,634	-	3,888,683
4	Advertising/Sponsorship	2,596,024	3,509,256	3,030,365	4,450,596	4,086,212	2,660,327	6,526,861
5	Naming Rights	-	-	1,060,167	1,060,167	1,060,167	1,060,167	1,060,167
6	Hughes Base Budget Reallocation	-	-	610,000	610,000	610,000	610,000	610,000
7	Miscellaneous Revenue	315,942	306,417	1,124,092	792,803	556,874	1,923,718	1,131,240
8	<b>Total Revenue</b>	<b>\$ 8,957,350</b>	<b>\$ 9,989,615</b>	<b>\$ 15,578,286</b>	<b>\$ 17,024,344</b>	<b>\$ 15,037,072</b>	<b>\$ 6,657,166</b>	<b>\$ 16,252,281</b>
	Expenses							
9	Salaries and Benefits	\$ -	\$ -	\$ 167,980	\$ 230,528	\$ 275,969	\$ 280,179	\$ 308,932
10	Supplies	-	-	73,832	6,312	13,264	25,504	106,326
11	General Operating Services	-	-	354,564	300,077	230,842	230,009	225,546
12	Professional Services	-	-	127,130	176,786	47,984	7,529	65,905
13	Repairs & Maintenance	-	-	250,420	434,518	281,511	467,675	573,184
14	Utilities	-	-	609,143	456,902	444,687	435,608	518,951
15	Game-Day Expenses	1,000,089	854,707	1,557,391	1,358,257	1,330,346	64,425	979,228
16	<b>Total Expenses</b>	<b>\$ 1,000,089</b>	<b>\$ 854,707</b>	<b>\$ 3,140,461</b>	<b>\$ 2,963,379</b>	<b>\$ 2,624,603</b>	<b>\$ 1,510,929</b>	<b>\$ 2,778,073</b>
17	<b>Net Income</b>	<b>\$ 7,957,261</b>	<b>\$ 9,134,908</b>	<b>\$ 12,437,825</b>	<b>\$ 14,060,965</b>	<b>\$ 12,412,469</b>	<b>\$ 5,146,237</b>	<b>\$ 13,474,208</b>

- 2<sup>nd</sup> highest revenue year for Canvas Stadium
- MWC TV contract increased Advertising/Sponsorship line in FY22
- 2<sup>nd</sup> highest net revenue (before bonds)



# FINANCIAL REPORT 2021-22

CSL Feasibility Study Low Case 2012			CSL FY22	FY 22 Final	\$ Variance CSL vs Final	% Variance CSL vs Final	% Variance CSL vs Final
<b>Revenues</b>							
18	Premium Seat Donations		\$ 2,059,000	\$ 2,428,263	\$ 369,263	\$ 0	0%
19	Priority Seat Donations		2,111,455	607,066	(1,504,389)	(1)	0%
20	Tickets and Parking Net Sales Team		6,162,413	3,888,683	(2,273,730)	(0)	0%
21	Advertising/Sponsorship		1,819,005	6,526,861	4,707,856	3	0%
22	Naming Rights		450,204	1,060,167	609,963	1	0%
23	Hughes Base Budget Reallocation		610,000	610,000	-	1	100%
24	Miscellaneous Revenue		691,321	1,131,240	439,919	1	0%
25	<b>Total Revenue</b>		<b>\$ 13,903,398</b>	<b>\$ 16,252,281</b>	<b>\$ 2,348,883</b>	<b>\$ 0</b>	<b>0%</b>
<b>Expenses</b>							
26	Salaries and Benefits		\$ 225,102	\$ 308,932	\$ 83,831	\$ 0	0%
27	Supplies		16,883	106,326	89,443	5	0%
28	General Operating Services		39,393	225,546	186,154	5	0%
29	Professional Services		84,413	65,905	(18,508)	(0)	0%
30	Repairs & Maintenance		225,102	573,184	348,083	2	0%
31	Utilities		450,204	518,951	68,747	0	0%
32	Game-Day Expenses		540,244	979,228	438,983	1	0%
33	<b>Total Expenses</b>		<b>\$ 1,581,340</b>	<b>\$ 2,778,073</b>	<b>\$ 1,196,733</b>	<b>\$ 1</b>	<b>0%</b>
34	<b>CSL Net Income</b>		<b>\$ 12,322,058</b>	<b>\$ 13,474,208</b>	<b>\$ 1,152,150</b>	<b>\$ 0</b>	<b>0%</b>
<b>Projected Net Income Variance Versus CSL Feasibility Low Case (Line 35 18-Line 36)</b>					<b>\$ 1,152,150</b>		

- FY22 Total Revenue and Net Income both exceeded the CSL Low Case Model



# FINANCIAL REPORT 2021-22

Projected Bond Debt Service Coverage				FY18 Final	FY19 Final	FY20 Final	FY21 Final	FY22 Final
36	Net Income from Line 18	\$ 7,957,261	9,134,908	\$ 12,437,825	\$ 14,060,965	\$ 12,412,469	\$ 5,146,237	\$ 13,474,208
37	Contribution to Athletics from CSL Model	3,645,974	3,645,974	3,645,974	3,645,974	3,645,974	3,645,974	3,645,974
38	Bond Payments	-	-	4,166,405	8,218,615	8,319,873	12,546,083	12,574,192
39	Surplus(Shortfall)	\$ 4,311,287	5,488,934	\$ 4,625,446	\$ 2,196,376	\$ 446,622	(\$11,045,820)	(\$2,745,958)
40	Add'l Allocation to Athletics' Ops	4,311,287	5,488,934	1,125,446	1,996,376	446,622	-	-
41	Allocation to Academic Operations	-	-	500,000	200,000	-	-	-
42	Use of Stadium Reserves						545,820	2,458,210
43	Lost Revenue Relief Funding/Covid Relief Donations						10,500,000	288,000
44	Net Annual Stadium Reserve	-	-	\$ 3,000,000	\$ -	\$ -	\$ (0)	\$ 252
45	Cumulative Stadium Reserve	-	-	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,458,462	\$ 252
46	Philanthropic Coverage			FY18 Final	FY 19 Final	FY 20 Final	FY 21 Final	FY 22 Final
47	Prior FYE stadium capital cash			\$ 8,360,737	\$ 10,397,413	\$ 13,433,391	\$ 14,385,511	\$ 14,423,015
48	Current FY stadium capital pledge payments less naming rights							
49	Use of stadium gifts to pay bonds							
50	Net Stadium Cash gift available to service bonds at FYE		\$ 8,360,737	\$ 10,397,413	\$ 13,433,391	\$ 14,385,511	\$ 14,423,015	\$ 16,022,614
*	Covid Relief in FY22 of \$288,000 were donations carried forward from FY21 when the donations were collected from the cancelled football season for fans							

- Reserves and remaining Covid Relief donations utilized to cover shortfall
- \$16 million available in Capital Gift Fund



# Financial Report 2021-22

Colorado State University

Department of Athletics

FY 22 Budget and Actuals-Org 0120 - Unaudited

	Budget FY 22	Actuals FY 22	Variance Actual vs Budget
<b>Expenditures</b>			
1 Financial Aid	\$ 10,210,162	\$ 9,263,491	\$ (946,671)
2 Salaries and Benefits	16,345,951	18,857,127	2,511,175
3 Debt Service	574,503	545,589	(28,914)
4 Operations	10,425,259	14,908,602	4,483,343
5 Bowl Game (established midyear per MW formula after bowl selection)	-	-	-
6 Camp Expenses including payouts of FY20 profits	600,000	485,748	(114,252)
7 Trade Outs	1,300,000	1,335,584	35,584
8 Total Expenditures	\$ 39,455,875	\$ 45,396,140	\$ 5,940,264
<b>Revenues</b>			
9 University Base Support	\$ 13,727,023	\$ 13,967,809	\$ 240,786
10 University 1x Support	7,016,952	6,591,154	(425,797)
11 Student Fees	5,550,481	5,717,142	166,660
12 Camp Revenues received in FY21 less FY22 carryforward	600,000	625,180	25,180
13 Trade Outs	1,300,000	1,335,584	35,584
14 Bowl Revenue (MW distribution + Ticket Sales)	-	-	-
15 Self Generated Revenue	7,615,445	11,213,297	3,597,853
16 Total Revenue	\$ 35,809,901	\$ 39,450,166	\$ 3,640,264
17 Stadium Transfer to 0120 per Pro Forma	3,645,974	3,645,974	-
18 Additional Stadium Transfer	-	-	-
19 Hughes Proceeds for Football Transition-Pending	-	2,300,000	-
20 Net	\$ -	\$ -	\$ -

- Took less University 1x Support than budgeted
- \$2.3M of football transition covered with Hughes land sale proceeds
- MBB revenue, concessions, MWC TV contract and contributions drove self-generated revenue increase
- Operations returned to pre-pandemic levels





# ATHLETIC ENGAGEMENT





Softball and Soccer  
Ground-breaking Ceremony



Colorado State Volleyball vs. Colorado  
First-Ever Program Sell-Out of 8,396



2022 Spring Football  
Free Kids' Clinic



Football Recruiting – Dec. 21, 2022, early signing date  
Total of 34 new CSU students  
A diverse class of students from 17 states  
31 Students from out-of-state and three (3) from Colorado



2022 Men's Basketball NCAA Championship



# Connecting Community to Campus







**RAM  
TOWN**



- **Campus Community on Game Day**
  - Adult Learner and Veteran Services
  - Advancement Corporate Relations
  - ASCSU
  - Alumni Association
  - Black African American Cultural Center
  - College of Business
  - Drone Center
  - Walter Scott Jr. College of Engineering
  - Marching Band Alumni
  - One Cure/Flint Animal Cancer Center
  - Parent and Family Programs
- **Northern Colorado Community on Game Day**
  - Canvas Credit Union
  - Coke
  - Bank of Colorado
  - First Bank
  - Fort Collins Chamber of Commerce (Small Businesses)
  - Poudre School District
  - Ram Strength
  - Thompson School District
  - UCHealth



# Name, Image and Likeness (NIL)







# BUILD YOUR BRAND

**NEW NCAA INTERIM POLICY AND COLORADO LAW ALLOWS YOU TO CAPITALIZE ON YOUR NAME, IMAGE, AND LIKENESS WHILE YOU ARE A STUDENT-ATHLETE AT COLORADO STATE.**

**MONETIZE YOUR PERSONAL BRAND WITHOUT RISKING NCAA ELIGIBILITY.**

STUDENT-ATHLETES ARE ALLOWED TO BE PAID FOR THE USE OF THEIR NAME, IMAGE OR LIKENESS. HOWEVER, NCAA EXTRA BENEFIT AND PREFERENTIAL TREATMENT RULES STILL APPLY.

NIL COMPENSATION CONTINGENT ON SPECIFIC ATHLETIC PERFORMANCE OR ACHIEVEMENT (E.G., FINANCIAL INCENTIVES BASED ON POINTS SCORED) MAY NOT BE OFFERED. ATHLETIC PERFORMANCE MAY ENHANCE A STUDENT-ATHLETE'S NIL VALUE BUT ATHLETIC PERFORMANCE MAY NOT BE THE "CONSIDERATION" FOR NIL COMPENSATION.

STUDENT-ATHLETES MAY HIRE SOMEONE TO REPRESENT THEIR INTERESTS WITH RESPECT TO NIL; HIRING AN AGENT TO REPRESENT YOU FOR PROFESSIONAL SPORTS OPPORTUNITIES IS STILL PROHIBITED BY THE NCAA.



**COLORADO STATE  
ATHLETICS**





## Ram Life / Enhanced NIL Education / Personal NIL Engagement













# Section 9

*Academic and Student Affairs  
Committee*



BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA  
February 3, 2023

**Committee Chair:** Dr. Nate Easley (Chair), Polly Baca (Vice Chair)

**Assigned Staff:** Dr. Roze Hentschell, Interim Chief Academic Officer

- I. New Degree Programs  
Colorado State University
  - Graduate Certificates:
    - International Security
    - Sustainable Business
    - Tailings Engineering
- II. Faculty Manual Changes
  - CSU Pueblo Admin Professional Handbook
- III. CSU System Collaboration
- IV. Provosts' Updates
  - Colorado State University
  - Colorado State University Pueblo
  - Colorado State University Global Campus





# Academic and Student Affairs Committee

## Agenda: Page ###

Board of Governors Regular Meeting – February, 2023

Roze Hentschell, Interim Chief Academic Officer



# Contents

- Welcome Dr. Kevin Wilhelmsen, CSU Global Provost
- New Degree Programs (Agenda)
- CSU Pueblo Administrative Professional Employee Handbook (Agenda)
- System Collaboration
- Provosts' Updates





# Welcome Dr. Kevin Wilhelmsen

## *Provost and Chief Academic Officer, CSU Global*





# CSU New Graduate Certificates (Page ##)



## Graduate Certificate in International Security (12 credits)

- College of Liberal Arts/Residential Instruction
  - Topics: traditional security issues, e.g. interstate war and the use of nuclear weapons; non-traditional/emerging threats, e.g. terrorism, cyber security, and infectious disease
  - Emphasis on research or research design, with a view to train students to become competent analysts of international security topics

## Graduate Certificate in Sustainable Business (10 credits)

- College of Business/Online Instruction
  - Identify emerging trends in green business, understand the role of business in addressing sustainability and social issues, and be able to integrate economic, social, and environmental goals into their work or business strategy
  - Compatible with the College of Business Online MBA degree requirements allowing students to complete the certificate as part of their MBA degree



# CSU New Graduate Certificates, cont.



## Graduate Certificate in Tailings Engineering (12 credits)

- Walter Scott, Jr. College of Engineering/Residential Instruction
  - Students will develop knowledge in tailings\* and mine waste concepts and practices that instills key core competencies and skills needed to practice as a tailings engineer.
  - Prepares engineers or other professionals in the geotechnical and geoenvironmental engineering needed to practice the environmental stewardship of mine waste from planning through implementation to post closure.
- *“Tailings are a by-product of mining. After ore containing an economically-recoverable commodity is mined from the earth, that commodity is extracted in a processing plant or mill. After the commodity of value is extracted from the ore material, the resultant waste stream is termed ‘tailings.’” [Source](#)*



# CSU Pueblo Report Items



## The Constitution and Bylaws of the Administrative/Professional Council (Page ##)

### Substantive Changes

- Changed the election timeline to allow for a run-off election if necessary
- Changed the terms for offices
- Revised rotation of officer elections
- Made Robert's Rules of Order current edition as the parliamentary authority
- Required a review of bylaws in even academic years
- Established standing committees of the APC



# System Collaboration

- Student Success
- Admissions
- Dual/Concurrent Enrollment

## System Academic Affairs News

- Emily Amedée has joined system as Director of Academic Operations





# Provosts' Updates

- Enrollment/Access
- Program Development/Pedagogical Initiatives
- Top of Mind







**Colorado  
State**  
University

***1. Enrollment/Access***

***2. Program Development/  
Pedagogical Innovations***

***3. Top of Mind***

**Report to the Board of Governors  
CSU Fort Collins | February 2023**





# 1. ENROLLMENT & ACCESS

**Largest incoming class in Fall 2022 = 5,517  
+7%; N=354; Nationally -2.4%**





## **2. PROGRAM DEVELOPMENT/ PEDAGOGICAL INNOVATIONS**

**Academic Master Plan (AMP):**

- **Foster Interdisciplinary Courses & Programs  
Certificates; “Credentials as You Go”**







Newton's Circle, CSU Fort Collins

## 3.TOP OF MIND

- **Employee Compensation**
- **Retention & Graduation Rates**
- **Honors Program**







COLORADO STATE UNIVERSITY  
**PUEBLO**

1. Enrollment & Access
2. Program Development/  
Pedagogical Innovations
3. Top of Mind



# Enrollment & Access

COLORADO STATE UNIVERSITY SYSTEM  
COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL



On January 14<sup>th</sup> more than  
75 students were assisted!

"THIS IS YOUR ONE STOP SHOP TO ADDRESS ANY  
BARRIERS TO REGISTERING FOR THE SPRING SEMESTER"



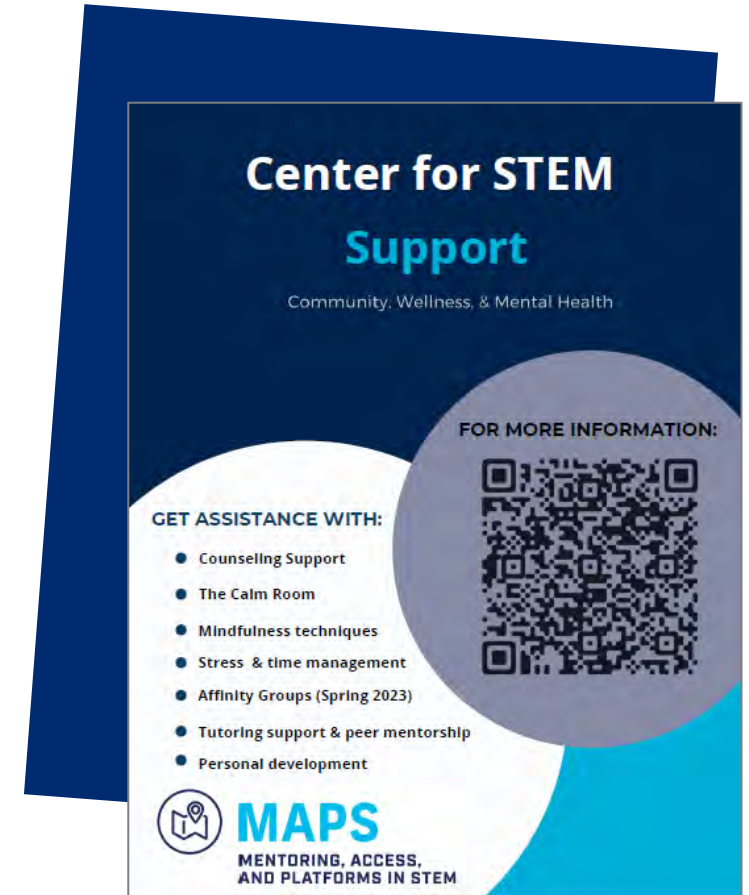
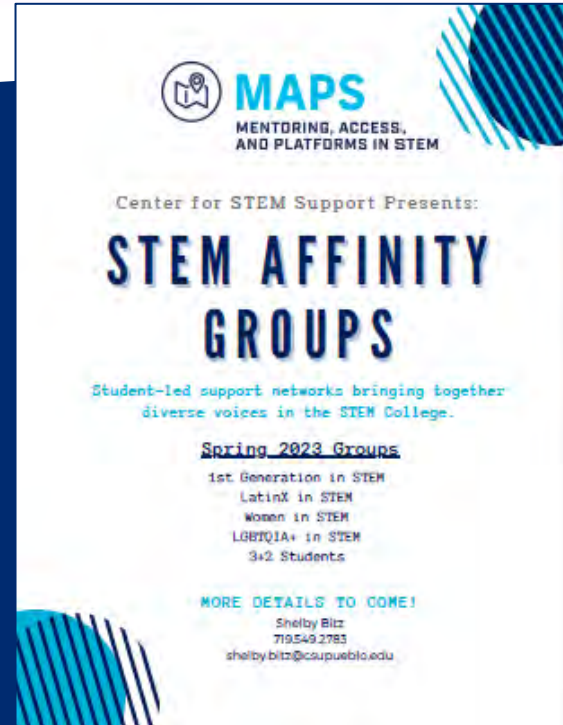


# Program Development: Wellness

COLORADO STATE UNIVERSITY SYSTEM  
COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL



To better address the mental health and wellness needs of STEM students, the MAPS Program has created the Center for STEM Support





# Top of Mind

COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL

## =GOCenter

Starting off on the right foot! Students Services in one location.

Tutoring  
Residence Life and Housing  
Counseling  
**Advising**  
& more  
Career Services  
Student  
Financial  
Services

Held in the Library and Academic Resource Center (LARC)

Piloted Fall 2022







CSU GLOBAL

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Report to Board of Governors  
February 2-3, 2023

1. *Enrollment/Access*
2. *Program Development/  
Pedagogical Innovations*
3. *Top of Mind*



# Enrollment and Access

---

- 23% increase from FY22 Winter A to FY23 Winter A Enrollment - 546 new students
- Average time-to-contact for new leads decreased from five days to three days by end of December



# Program Development/ Pedagogical Innovations

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- Bachelor of Science in Operations Management with Three Specialization
- Adoption of adaptive learning platforms and simulations integrate real time feedback and remediation to improve student performance.



# Top of Mind

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- Retention & Graduation Rates
- Engaging Curriculum Enhanced Pilots
- Undergraduate student introductory pathways





COLORADO STATE UNIVERSITY  
— GLOBAL —



A large, stylized 'C' logo on the left side of the slide. It consists of a red outer ring, a dark blue middle ring, and a yellow center. The background of the entire slide is a dark blue image of a snow-capped mountain peak.

# QUESTIONS?



**CSU SYSTEM**  
COLORADO STATE UNIVERSITY





MATTERS FOR ACTION:

CSU-Fort Collins Graduate Certificates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the following Graduate Certificates:

Graduate Certificate in International Security

Graduate Certificate in Sustainable Business

Graduate Certificate in Tailings Engineering

EXPLANATION:

Presented by Janice Nerger, Interim Provost and Vice President for Academic Affairs

To qualify for Title IV funding, graduate certificates awarded by Colorado State University must demonstrate approval by the Board of Governors, the Colorado Department of Higher Education, and the Higher Learning Commission. The certificates listed here for which we are seeking approval have received approval from the University Curriculum Committee and the Faculty Council.



**Graduate Certificate in International Security – 12 credits**

College: Liberal Arts

Department/Unit: Political Science

Academic Level: Graduate

Program Type: Certificate

CIP Code: 45.0902

Program Code: INSF-DD-CT

Program available to students: Fall 2023

Offered as: Online/DCE

Offered by: Main Campus

**Program Description:**

The world is plagued by violence and insecurity. The courses included as part of the Graduate Certificate in International Security encourage students to explore how, when, and why violence is used for political purposes on the world stage. Topics will range from traditional security issues such as interstate war and the use of nuclear weapons to non-traditional (emerging) threats such as terrorism, cyber security, and infectious disease. Each course will include an emphasis on research or research design, with a view to training students to become competent analysts of international security topics.

**Program Requirements:**

Course List		
Code	Title	Credits
<a href="#">POLS 531</a>	International Security Studies	3
<i>Select a minimum of 9 credits from the following:</i>		9
<a href="#">POLS 533</a>	Advanced Topics in US Foreign Policy	
<a href="#">POLS 534</a>	International Environmental Security	
<a href="#">POLS 535</a>	Emerging Threats in International Security	
<a href="#">PPA 540</a>	International Policy Toolkit	
<a href="#">PPA 542</a>	Policy Accountability--Non-Democratic Regimes	
<a href="#">PPA 544</a>	Ethics and Efficacy--Global Policymaking	
Program Total Credits:		12



**Graduate Certificate in Sustainable Business – 10 credits**

College: Business

Department/Unit: College of Business

Academic Level: Graduate

Program Type: Certificate

CIP Code: 52.0299

Program Code: SSBF-DD-CT

Program available to students: Fall 2023

Offered as: Online/DCE

Offered by: Main Campus

**Program Description:**

The Graduate Certificate in Sustainable Business will enable students to develop competencies in sustainable business management approaches and strategies. In today's workforce, social and sustainable business expertise is a required competency for nearly all roles and the availability of sustainability jobs is growing rapidly. Most large companies now produce sustainability reports and measure, manage and report on environmental, social, and governance (ESG) goals. Firms of all sizes are recognizing their role in shaping a more just society and sustainable environment.

As a result of this certificate, students will develop knowledge regarding emerging trends in green business, understand the role of business in addressing sustainability and social issues, and be able to integrate economic, social, and environmental goals into their work or business strategy.

This program is compatible with the College of Business Online MBA degree requirements allowing students to complete the certificate as part of their MBA degree.

**Program Requirements:**

Course List		
Code	Title	Credits
Select a minimum of 10 credits from the following:		10
<a href="#">BUS 634</a>	Sustainable Venturing and New Energy Economy	
<a href="#">BUS 638</a>	Sustainability Ethics and Business Practice	
<a href="#">BUS 639</a>	Corp. Social and Sustainable Responsibility	
<a href="#">BUS 662</a>	International Business	
<a href="#">ESS 543/ATS 543</a>	Global Climate Change	
<a href="#">FIN 667</a>	Environmental, Social, Governance Investing	
Program Total Credits:		10



**Graduate Certificate in Tailings Engineering – 12 credits**

College: Walter Scott, Jr. College of Engineering

Department/Unit: Civil and Environmental Engineering

Academic Level: Graduate

Program Type: Certificate

CIP Code: 14.2101

Program Code: TENF-CT

Program available to students: Fall 2023

Offered as: Main Campus Face-to-Face

Offered by: Main Campus

**Program Description:**

This certificate will give students an introduction to tailings and mine waste concepts and practices with this four-course series that instills key core competencies and skills needed to practice as a tailings engineer. Students learn how, and why, to apply aspects of tailings engineering. This certificate program prepares engineers or other professionals in the geotechnical and geoenvironmental engineering needed to practice the environmental stewardship of mine waste from planning through implementation to post closure.

**Program Requirements:**

Course List		
Code	Title	Credits
<a href="#">CIVE 555</a>	Mining Geotechnics	3
Select 3 courses from the following:		9
<a href="#">CIVE 556</a>	Slope Stability, Seepage, and Earth Dams	
<a href="#">CIVE 558</a>	Containment Systems for Waste Disposal	
<a href="#">CIVE 559</a>	Special Topics in Geotechnical Engineering	
<a href="#">CIVE 655</a>	Advanced Soil Mechanics	
<a href="#">CIVE 659</a>	Advanced Topics in Geo-Engineering	
Program Total Credits:		12



Board of Governors of the Colorado State University System  
Meeting Date: February 2-3, 2022  
Consent Item

## **MATTERS FOR ACTION:**

Approval of revisions to the Colorado State University Pueblo's Administrative Professional Employee Handbook

## **RECOMMENDED ACTION:**

MOVED, that the Board of Governors of the Colorado State University System hereby approve the revisions to the Colorado State University Pueblo's Administrative Professional Employee Handbook

## **EXPLANATION:**

Presented by Timothy Mottet President, CSU Pueblo.

The CSU-Pueblo Administrative Professional Employee Handbook was first approved by the Board of Governors in 2007. The Administrative Professional Council reviewed the handbook for any updates or changes needed since the last review in 2017. Included are the following updates and changes:

### Administrative Changes

- Removed the hyphen in the name of the University.
- Aligned the practice to the written bylaws
  - Meeting structure
  - Officer Duties
  - Delineating the difference between the council and the executive committee
  - Updated name of committees
  - Updated the title of the counsel's office
  - Removed references to reporting areas since we don't follow this

### Substantive Changes

- Changed the election timeline to allow for a run-off election if necessary
- Changed the terms for offices so that all officers are two-year terms and a maximum of two terms, Parliamentarian is a 3-term limit, without a break of a term for that office. At-Large are still 1-year terms with a maximum of 4 terms.
  - Chair and Vice Chair elected in even numbered academic terms
  - Secretary, Treasurer and Parliamentarian on odd numbered academic terms
- Made Robert's Rules of Order current edition as the parliamentary authority unless superseded by Constitution, Bylaws or Standing Rules



- Require a review of bylaws in even academic years
- Established standing committees of the APC

\_\_\_\_\_  
Approved

\_\_\_\_\_  
Denied

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

\_\_\_\_\_  
Date



The Constitution and Bylaws  
of the Administrative/Professional Council ~~Colorado State University - Pueblo~~ **Colorado State  
University Pueblo**

Last updated:  
Approved and Adoption by APC in  
Approved by the CSU Board of Governors in August



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The Constitution  
of the Administrative/Professional Council ~~Colorado State University-Pueblo~~ **Colorado State University Pueblo**

**PREAMBLE.**

The Administrative/Professional employees of ~~Colorado State University-~~ **Colorado State University Pueblo**, having great interest in and concern for the continuing mission and goals, purposes, and functions of the University, and seeking the active representation and involvement of employees in the shared governance of the University, do hereby establish the Administrative/Professional Council.

Thus, we, the members of Administrative/Professional Council do hereby establish this Constitution in order that our purpose is realized to its fullest extent.

**ARTICLE I: NAME.**

The name of the organization shall be Administrative/Professional Council at ~~Colorado State University-Pueblo (CSU-Pueblo)~~ **Colorado State University Pueblo (CSU Pueblo)**, henceforth referred to as APC.

**ARTICLE II: PURPOSE.**

**Section 1: Mission Statement.**

The purpose of the APC at ~~CSU-Pueblo~~ **CSU Pueblo** is to serve as the representative body for administrative/professional employees and to act as an advisory council to the University on matters that are relevant to its constituents. The purposes of this council shall be:

- To advocate for administrative/professional staff and voice their concerns,
- To stimulate and support administrative/professional staff development opportunities,
- To provide a medium of exchange of relevant information among employees,
- To act as a liaison between administrative/professional staff and other organizations, and
- To promote the value of administrative/professional staff in helping the University achieve its mission and strategic plan.

The APC is established for seeking the active representation and involvement of administrative/professional employees in the shared governance of the University. This council is an entity that is directed by current ~~CSU-Pueblo~~ **CSU Pueblo** administrative/professional employees who share a common vision in promoting and continuing the mission and goals, purposes, and functions of the University. The APC understands and is committed to fulfilling its responsibilities of abiding by CSU-Pueblo's policies and procedures.

**Section 2: Authority.**

The APC will function under this constitution as approved by the ~~CSU-Pueblo~~ **CSU Pueblo** President and the Board of Governors of the Colorado State University System and shall continue to do so until such time as the APC dissolves itself or its constitution is revoked by the Board of Governors of the Colorado State University System. The APC will function as an advisory and policy referral body to the University administration and to the administrative/professional employees of the university.

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Robert's Rules of Order will be the authority in all questions of procedure unless otherwise stated in the constitution.

**Section 3: Non-Discriminatory Statement.**

In keeping with the commitment to a positive academic environment, the APC and its membership are unconditionally opposed to any situation created intentionally to produce mental or physical discomfort, embarrassment, harassment, or ridicule. Respect and cooperation among colleagues within the University is a guaranteed right that all employees possess regardless of race, religion, gender, sex, sexual orientation, accessibility, national origin, etc.

**ARTICLE III – AMENDING THE CONSTITUTION.**

Amendments to this constitution must be submitted in writing to the APC at a regularly scheduled meeting. Amendments must be approved by a majority vote of the administrative/professional voting parties. After approval by the APC, the amendment will be submitted to a ratification vote of all the administrative/professional employees of the University via a fourteen (14)-day online voting system. Amendments will take effect immediately upon approval by majority by the administrative/professional voting parties. Approved amendments must receive approval of the ~~CSU-Pueblo~~ **CSU Pueblo** President and the Board of Governors of the Colorado State University System before they may take effect.

**ARTICLE IV – BYLAWS.**

All operating policies and procedures, including membership criteria, have been approved by the administrative/professional employees and have been incorporated into the APC bylaws.

Final adoption by the Administrative/Professional Council:



The By-Laws of the  
Administrative/Professional Council  
~~Colorado State University Pueblo (CSU Pueblo)~~ **Colorado State University Pueblo (CSU Pueblo)**

**ARTICLE I: NAME.**

The name of the organization shall be Administrative/Professional Council ~~Colorado State University Pueblo (CSU Pueblo)~~ **Colorado State University Pueblo (CSU Pueblo)**, henceforth referred to as APC.

**ARTICLE II: PURPOSE.**

The purpose of the APC at ~~CSU Pueblo~~ **CSU Pueblo** is to serve as the representative body for administrative/professional employees and act as an advisory council to the University on matters that are relevant to its constituents. The purposes of this council shall be:

- To advocate for administrative/professional staff and voice their concerns,
- To stimulate and support administrative/professional staff development opportunities,
- To provide a medium of exchange of relevant information among employees,
- To act as a liaison between administrative/professional staff and other organizations, and
- To promote the value of administrative/professional staff in helping the University achieve its mission and strategic plan.

**ARTICLE III: ~~GENERAL MEMBERSHIP~~ ADMINISTRATIVE PROFESSIONAL COUNCIL.**

**Section 1: Membership.**

Membership shall be restricted to administrative/professional employees at ~~CSU Pueblo~~ **CSU Pueblo**. "Administrative/professional" refers to any personnel defined as an administrative/professional employee by ~~CSU Pueblo~~ **CSU Pueblo**'s Human Resources office.

**Section 2. Membership Exemptions.**

All administrative/professional employees who report directly to the ~~CSU Pueblo~~ **CSU Pueblo** President or the CSU System, are employees of the Human Resources office, or hold any position titled as vice president, provost, or dean may not vote in APC elections or hold Council Officer Positions.

**Section 3: Non-Discrimination Clause.**

The APC membership complies with all federal laws, executive orders, and state regulations pertaining thereto and does not discriminate based on disability, race, color, religion, nation origin, age, sex, gender, sexual orientation, veteran status, etc.

**ARTICLE IV: ~~COUNCIL OFFICERS~~ APC EXECUTIVE COMMITTEE.**

**Section 1: Membership **Eligibility for APC Executive Committee.****

Council Officers must be current ~~CSU Pueblo~~ **CSU Pueblo** administrative/professional employees and have been employees of ~~CSU Pueblo~~ **CSU Pueblo** for at least one academic year (August 1

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to July 31) prior to holding any ~~APC Council~~ **APC Executive Committee** position. Administrative/professional employees at ~~CSU-Pueblo~~ **CSU Pueblo** are eligible for an Officer position if they:

- Are defined as administrative/professional employees by ~~CSU-Pueblo~~ **CSU Pueblo's** Human Resources office,
- Have been an employee of ~~CSU-Pueblo~~ **CSU Pueblo** for at least one fiscal year, and
- Do not report directly to the ~~CSU-Pueblo~~ **CSU Pueblo** President or the CSU System, are employees of the Human Resources Office, or are members of the President's Cabinet

Council Officers whose positions are reassigned by the University to an administrative unit different from the one in which they were elected will be allowed to continue their term on the board for up to six (6) months to allocate time for reappointment.

**Section 2: ~~Council Positions~~ **APC Executive Committee Positions.****  
**The following are the positions for the APC Executive Committee**

- **Chair**
- **Vice Chair**
- **Treasurer**
- **Secretary**
- **Three (3) at-large representatives**
- **Parliamentarian (non-voting)**

~~The Chair, Vice Chair, Treasurer, and Secretary will be elected by the APC general membership. The APC general membership can be representatives from any of the reporting areas. The Council Officers will consist of three (3) at-large representatives. Representatives must be from different units/departments/offices. The Parliamentarian will serve as an additional Council Officer who is a non-voting member.~~

**Section 3: Officer Duties.**

**Chair**

The Chair shall provide guidance, direction, and support for the organization in pursuit of its goals and objectives. The Chair shall also have the specific powers to call a general or special meeting and be responsible for the conduct of such meetings. The Chair will maintain the power to appoint all committee chairpersons and shall present all motions to the body present.

Other duties of the Chair are to:

- Regularly attend ~~general~~ APC and executive board meetings;
- **CALL TO ORDER AND PRESIDE OVER ALL MEETINGS OF APC;**
- Appoint APC committees;
- Update various University groups and constituents;
- With the advice of the Council, appoint representatives of the APC to University committees, University official functions, and governing bodies;
- **NOTIFYING ACTIVE MEMBERS OF ALL MEETINGS**
- Ensure that the constitution, bylaws, and procedures of APC are followed; and
- Perform such other duties as customarily pertain to the office of Chair.

**Vice Chair**

---



The Vice Chair shall assume the duties of the Chair in the event of the Chair's absence.

Other duties of the Vice Chair are to:

- Regularly attend ~~general~~ APC and executive board meetings,
- ~~Call to order and preside over all meetings of APC,~~
- Exercise expenditure authority for APC, and
- Perform such other duties as customarily pertain to the office of Vice Chair.

#### **Treasurer**

The Treasurer shall keep an accurate record of all financial transactions of this council. This Officer shall collect payments, arrange for payment of debts, and keep a current account of the financial status of the organization.

Other duties of the Treasurer are to:

- Regularly attend ~~general~~ APC and executive board meetings,
- Provide a budget report at each regularly scheduled meeting,
- Supervise fundraising projects, and
- Perform such other duties as customarily pertain to the office of Treasurer.

#### **Secretary**

The Secretary shall keep an accurate record of all proceedings of this council. The Secretary shall be responsible for ~~notifying active members of all meetings and for~~ providing copies of the minutes of the previous meetings to all members present at each meeting.

Other duties of the Secretary are to:

- Collaboratively prepare meeting agendas from ~~membership~~ APC and executive ~~board~~ meetings and make them available;
- Monitor, maintain, and update the APC website;
- Submit minutes within ten (10) calendar days following each meeting to the entire APC ~~professional administrative employees;~~
- Regularly attend ~~general~~ APC and executive board meetings;
- Conduct Council business in the absence of the Chair and Vice Chair; and
- Perform such other duties as customarily pertain to the office of Secretary.

#### **Council At-Large Representatives**

~~University Council~~ **At-Large** Representatives shall be consistent members of the APC and help in the processing of the council.

Specific responsibilities of the ~~Reporting Area~~ **At-Large** Representatives shall be to:

- Regularly attend APC and executive ~~board~~ **committee** meetings;
- Report on relevant matters to the APC;
- Chair and serve on various APC and University committees; and
- ~~Provide updates to reporting area administrative/professional staff.~~

#### **Parliamentarian**

The Parliamentarian shall be a member of the APC, help in proceedings of the meetings, and maintain order within the Council's governance.

The duties of the Parliamentarian are to:

- Regularly attend ~~general~~ APC and executive board meetings;
-



- Ensure that all proceedings follow and are governed by Roberts' Rules of Order;
- Provide guidance to the ~~Council Officers~~ **APC Executive Committee**;
- Review and maintain the council's constitution and bylaws;
- Ensure that officers meet the minimum requirements for holding office as established by this constitution and bylaws;
- Provide advice regarding membership selection procedures and responsibilities;
- Preside over the election of the officers of APC;
- Oversee the online voting and election process; and
- Perform such other duties as customarily pertain to the office of Parliamentarian.

#### **Section 4: Elections.**

All elections will be held on an annual basis beginning in ~~May~~ **APRIL** and concluding in July.

Voting Council Officers will be staggered as follows:

1. Chair – 2 years
2. Vice Chair – 4 ~~2~~ years
3. Treasurer – 4 ~~2~~ years
4. Secretary – 2 years
5. Council Representative – 1 year
6. Council Representative – 1 year
7. Council Representative – 1 year

Non-voting Officers will be staggered as follows:

1. Parliamentarian – 2 years

**The Chair, Vice Chair, and Parliamentarian shall be elected in even numbered academic years. Treasurer and Secretary shall be elected in odd numbered years. To allow for proper staggering of terms the Treasurer shall be elected for a one-year term in the 2022-2023 academic year and the Parliamentarian shall be elected to a one-year term in the 2023-2024 academic year.**

Nominations shall come from the ~~general membership~~ **APC** at the regular scheduled ~~June~~ **APRIL** meeting and remain open for one (1) week. Voting will be done via a secured online voting system. The voting period will remain open for ~~no more than~~ fourteen (14) calendar days (two [2] consecutive working weeks). The online voting process shall be maintained and tabulated by the Parliamentarian and two (2) Election Commissioners who are appointed by the Council Officers at the ~~May~~ **APRIL** general APC scheduled meeting. The nominated parties will be allowed to vote. All Council Officers shall be elected by a majority vote.

APC Election Timeline:

- ~~May~~ **APRIL** General APC Membership scheduled meeting
    - Council Officers appointed two (2) Election Commissioners
    - Call for nominations
  - ~~June~~ **MAY** General Membership scheduled meeting
    - Call for nominations
    - Submit nominations to Parliamentarian after meeting
    - 14 days after ~~June~~ **MAY** General Membership meeting deadline for nominees to accept or turn down their nomination
  - Following the ~~June~~ **MAY** General Membership scheduled meeting
    - Parliamentarian confirms nominees' eligibility
-



- ~~July~~ **JUNE** General Membership Scheduled Meeting
  - Present candidate bios
  - **ALLOW CANDIDATES ARE PROVIDE AN OPPORTUNITY TO SPEAK TO MEMBERSHIP**
  - Upload information to the voting website following meeting
  - Open online voting for 14 days from ~~July~~ **JUNE** General Membership scheduled meeting
  - Online voting closes after 14 days
- **BETWEEN JUNE AND JULY GENERAL MEMBERSHIP SCHEDULED MEETING**
  - **PARLIAMENTARIAN PRESENTS RESULTS TO GENERAL MEMBERSHIP 7 DAYS FOLLOWING CLOSE OF ELECTION**
  - **OPENS ONLINE VOTING 7 DAYS AFTER RESULTS REPORTED TO MEMBERSHIP IF A RUN-OFF ELECTION IS NEEDED**
  - **RUN-OFF ELECTION RESULTS REPORTED TO MEMBERSHIP 7 DAYS FOLLOWING CLOSE OF ELECTION**
- Between the July and August General Membership scheduled meeting
  - ~~Parliamentarian presents results to general membership~~
  - Outgoing Council Officers provide transition education to new Council Officers
  - ~~August General Membership scheduled meeting~~
  - New Council Officers take command of APC

#### **Section 5: Attendance.**

~~Any Council Officer unable to attend an APC meeting will designate and send an alternate APC member. That alternate will have the same voting privileges as the absent Council Officer. If possible, the alternate should come from the same administrative reporting area as the absent Council Officer.~~

~~If a Council Officer misses two scheduled APC meetings in any term (August 1 to July 31) and fails to send an alternate to the meeting, the Council Officer will be considered to have resigned from the Council. The APC Chair will notify that Council Officer in writing that the position has been declared vacant. That Council Officer may appeal this action to the APC Council at the next formal meeting. If the appeal is approved, the Council Officer will be reinstated. If the appeal is not approved, a new officer shall be appointed to the Council from that University reporting area through a nomination from the Council and then confirmed by a majority Council Officer vote.~~

#### **Section 6: Term Length.**

~~Each Officer will be elected for a term that will begin on August 1 and end on July 31. Members can only serve for two (2) terms or four (4) consecutive years — whichever is longer — for any Council Officer position. Members serving a four-year period in any combination of Council Officer positions are eligible for another Council Officer positions after a one (1) year abstention from service.~~

**Each Officer shall be elected for a term that will begin August 1 and end on July 31. Chair, Vice Chair, Secretary and Treasurer can only serve two (2) terms in an officer position, and then a one (1) year abstention from that position. At-Large representatives may serve up to four (4) consecutive terms without a break in service of at least one (1) year. The position of Parliamentarian may serve three (3) consecutive terms without a break in service of at least one (1) year.**

In the event Council Officers are not able to complete their term of office, a new officer shall be



appointed to the Council **APC** Executive Board **Committee**, from that University reporting area, through nomination from the APC and then confirmed by a majority Council Officer vote. The newly elected officer will serve the remaining term for the Council Officer being replaced.

### **Section 7. Removal.**

An officer of the Council **APC** Executive Committee may be removed from office for just cause by a majority vote of the eligible voting parties.

Before such a vote can be taken, the Council Officer in question must receive written notification of the intent of removal from the Parliamentarian. The officer in question will be given at least one (1) week to respond in writing before a vote is taken. Any and all responses from the officer in question must be shared with the Council Officers prior to a vote being taken at a regularly scheduled or called meeting.

## **ARTICLE V: OPERATIONS.**

### **Section 1: Meetings.**

Meetings shall be held as often as deemed necessary, but at least one formal meeting will be held monthly. General meetings must be held on campus and be open to any interested individuals, but all administrative/professional employees are strongly encouraged to attend. All general membership meeting times and dates will be announced at the August General Scheduled Membership meeting of each term. The general membership will be notified as soon as possible of any deviations from the announced meeting times or dates. All members are encouraged to contribute to the meeting agendas.

All meetings will occur on a monthly basis or other regular basis and will follow the procedure set forth below:

- ~~Motion to commence given by the Vice Chair~~
- ~~Roll Call~~
- ~~Approval of minutes~~
- ~~Old business~~
- ~~Vote on all motions~~
- ~~Reports by the Council Officers~~
  - ~~Reporting Area Representatives~~
  - ~~Secretary~~
  - ~~Treasurer~~
  - ~~Vice Chair~~
  - ~~Chair~~
- ~~Committee reports~~
- ~~New business put forward by the membership~~
- ~~Dismissal by the Vice Chair~~

- **ADOPTION OF THE AGENDA**
  - **APPROVAL OF THE MINUTES**
  - **OLD BUSINESS**
  - **RESOLUTIONS**
    - **1<sup>ST</sup> READING/INTRODUCTION**
-



- 2<sup>ND</sup> READING/DISCUSSION
- 3<sup>RD</sup> READING/ VOTE
- **REPORTS**
  - **OFFICER**
  - **COMMITTEES**
    - **UNIVERSITY**
    - **APC COMMITTEES**
  - **CAMPUS OPERATIONS**
- **PRESENTATION**
- **NEW STAFF INTRODUCTION AND SEARCH COMMITTEES**
- **NEW BUSINESS**
- **ADJOURNMENT**

Requests for special or unscheduled meetings must be submitted to the Chair and approved by at least two other Council Officers before the general membership will be notified. Once the three Council Officers have put forward the motion to call a special or unscheduled meeting, the Secretary **CHAIR** must notify the general membership at least twenty-four (24) hours in advance of the meeting day and time, **AND LOCATION/Video Conferencing Link**.

#### Section 2: Quorum.

The number of individuals required to hold a bona fide meeting shall be a majority, which is one more than 50% of the ~~elected Council Officers~~ **APC Executive Committee and at least 10 members of the APC**.

In order for a quorum to exist for voting, the majority of ~~elected Council Officers~~ **APC Executive Committee** must be present at the scheduled meeting.

#### Section 3: Voting.

~~Voting privileges shall be restricted to elected Council Officers and the present general membership APC. All official voting shall require a majority vote of the voting parties.~~

~~The general membership of APC who attend at the scheduled meeting where a voting decision may occur will constitute as the eleventh vote (one vote) in conjunction with the ten (10) votes from the Council Officers, as determined by a majority vote. At least three (3) general members must be present for the general membership vote to be recognized; otherwise, it shall be sustained.~~

~~The voting authorities shall be as follows:~~

- ~~1. Chair~~
- ~~2. Vice Chair~~
- ~~3. Treasurer~~
- ~~4. Secretary~~
- ~~5. Council Representative~~
- ~~6. Council Representative~~
- ~~7. Council Representative~~
- ~~8. At least three (3) Members of the general membership present at the meeting~~

**Voting is by majority vote unless otherwise stipulated by constitution, bylaws, or Robert's Rules and shall be only of those eligible for APC Membership.**

---



#### **Section 4: Resolutions.**

Any voting ~~Council Officer~~ **member of the APC may** at any meeting in which a quorum is present may propose resolutions in writing. These resolutions will be placed on the agenda for the next APC meeting.

Resolutions require:

- ~~One Reading at a scheduled meeting~~
- ~~Motion~~
- ~~Second~~
- ~~Discussion~~
- ~~Call to Vote~~
- ~~Voting~~
  
- ~~First Reading~~
- ~~Second Reading~~
- ~~Third Reading~~
- **1<sup>ST</sup> READING/INTRODUCTION**
- **2<sup>ND</sup> READING/DISCUSSION**
- **3<sup>RD</sup> READING/ VOTE**
- ~~\_\_\_\_\_~~

Proposed resolutions will become effective following approval of a majority vote of the APC. Said resolutions shall be submitted to the responsible parties and copied to the Office of the President. Resolutions shall be preceded as needed.

#### **Section 5: Committees.**

Committees shall be decided upon each term by the incoming Council Officers or as need arises.

Representatives from APC will be appointed by the Chair to attend or to serve on the following University standing committees or meetings:

1. **Presidents Budget Advisor Committee** ~~University Budget Board~~
2. University Leadership Team
3. Faculty Senate
4. Instructional Technology Board
5. ~~University Board on Diversity and Equality~~
6. ~~Multicultural Council~~
7. ~~Emergency Crisis Team~~
8. Other standing committees ~~needed~~ as developed by the University needing APC representation

**The APC shall have the following standing committees appointed by the Chair:**

1. **Scholarship**
  2. **Social**
  3. **Community Service**
  4. **Professional Development**
  5. **Other standing or special committees as developed by the APC Executive**
-



## **Committee**

### **ARTICLE VI: FINANCES.**

APC finances will be conducted by the following means:

- The elected Treasurer will be seen as the financial officer for this council;
- All funds, no matter the source, shall be deposited into the APC general cost center by the Treasurer;
- The Council will notify the general membership before obligating funds (including initiating, purchasing, or committing funds); and
- Council will adhere to ~~CSU-Pueblo~~ **CSU Pueblo**'s procurement policies and process.

### **ARTICLE VII: ROBERT'S RULES OF ORDER**

**THE MOST CURRENT EDITION OF THE ROBERT'S RULES OF ORDER SHALL BE THE AUTHORITY FOR THE OPERATION OF THE MEETING EXCEPT AS SUPERSEDED BY THE CONSTITUTION, BYLAWS, OR STANDING RULES OF THE APC.**

### **Article VIII ~~VII~~: Amendments to the constitution or bylaws**

#### **SECTION 1: BYLAW AND CONSTITUTION REVIEW**

**THE APC SHALL FORM A BYLAW COMMITTEE, CHAIRED BY THE PARLIAMENTARIAN, IN EVEN NUMBERED ACADEMIC YEARS TO REVIEW AND MAKE RECOMMENDATIONS FOR AMENDMENTS THAT MIGHT BE NEEDED. ONCE THE COMMITTEE MAKES A RECOMMENDATION FOR AMENDMENTS, THEY SHALL BE SUBMITTED TO COUNCIL OFFICERS FOR A MAJORITY VOTE. IF APPROVED BY THE EXECUTIVE BOARD THE AMENDMENT SHALL BE SENT TO THE GENERAL MEMBERSHIP FOR ACTION.**

#### **SECTION 2: AMENDMENT PROCESS**

The constitution is binding to all members of the APC, but the constitution is not binding unto itself. The bylaws may be amended by a majority vote **OF THE APC**. Changes in the bylaws will require at least two (2) readings with a minimum of two (2) weeks between readings. Approved amendments must also **SHALL** be approved by The President's Office, legal counsel **Office of the General Counsel**, and The Board of Governors before amendments to the bylaws take effect.

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# Section 10

## *Annual Engagement and Extension Reports*





# CSU SYSTEM

COLORADO STATE UNIVERSITY

FORT COLLINS | PUEBLO | GLOBAL



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# SECTION 1

Connecting to Colorado Communities



# Rural Initiative

## *Expanding the capacity of Extension and Extended Campus*

In June 2021, the CSU System Board of Governors voted to invest \$8.58 million over the next three years in expanded support for rural Colorado students and communities.

With these resources, fourteen statewide and regional specialists were hired in the fall of 2022. Specialists have started working in four regions – western, mountain, southern, and eastern – to begin to better understand the challenges and opportunities facing stakeholders in their communities. Their work falls in four main areas:

- **Accessible Education** - Increasing college readiness, local access and enrollment
- **Improved Health** - Supporting mental health, aging health and prevention health
- **Vibrant Communities** - Fostering community leadership, cultural connections and civic dialogue
- **Thriving Economies / Food & Agriculture** – Increasing the vitality of rural businesses; supporting regional and agricultural development

The initial focus since September is development of a workplan to guide collaborative efforts in support of programming implementation, and a review and understanding of existing resources through interviews with key stakeholders.

# 411

*stakeholders engaged in over 500 conversations in*

# 52

*counties across all four rural regions  
since September 2022*



# RURAL INITIATIVE SPECIALISTS & FOCUS AREAS BY REGION

**Accessible Education**  
Ruben Flores

**Improved Health**  
Jennifer Aengst

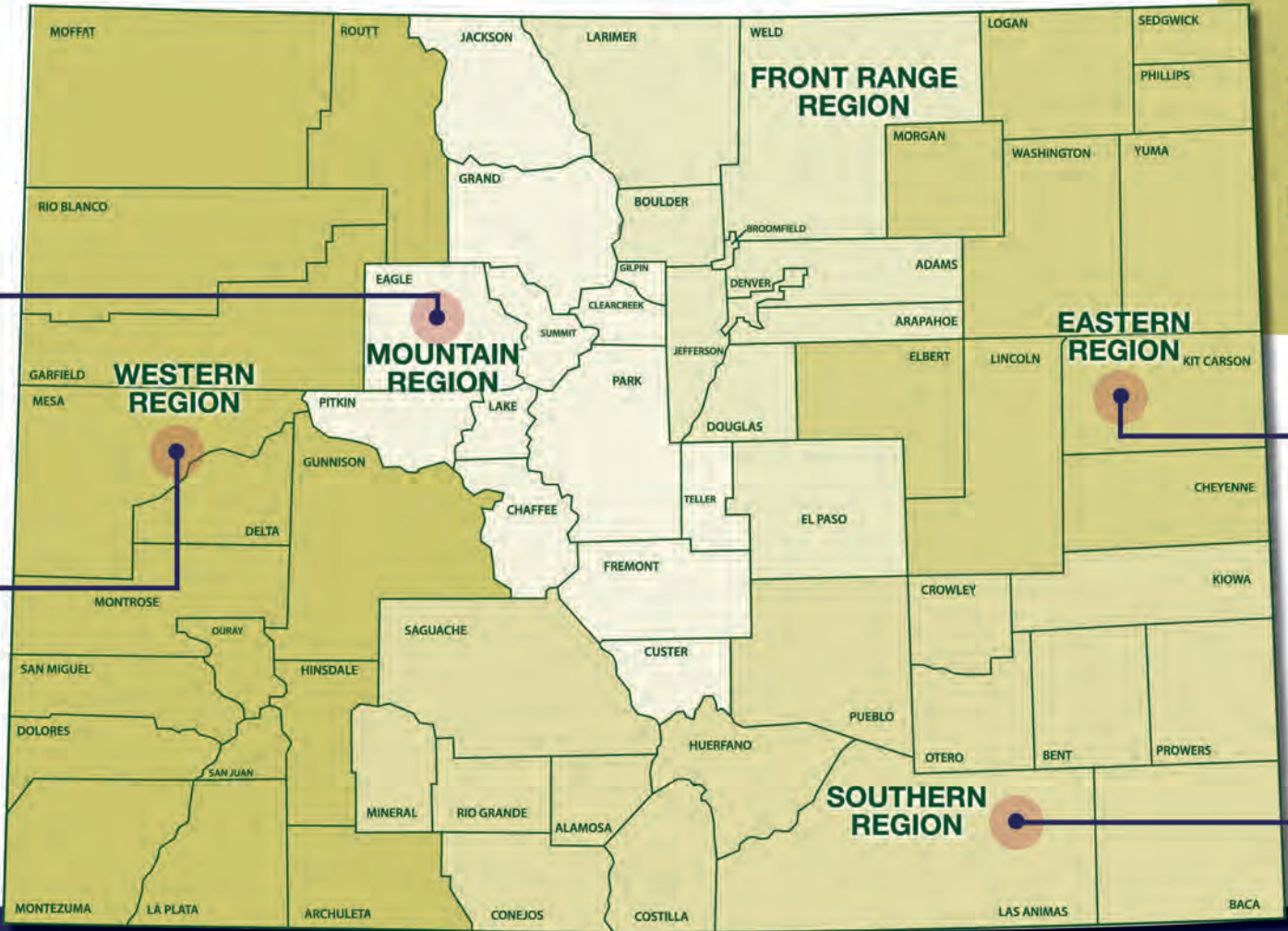
**Vibrant Communities**  
Willie Wilkens

**Thriving Economies**  
Derek Lowstuter

**Accessible Education**  
Gregory Felsen

**Improved Health**  
Calandra Lindstadt

**Thriving Economies**  
Nicole Didero



**Improved Health**  
Sue Schneider, Extension State Specialist, Health Lead

**Thriving Economies**  
Libby Christensen, Food & Ag  
Adrian Card, Specialty Crops

**Accessible Education**  
Sofia Guardado  
Brenda Valdez

**Improved Health**  
Ginger Williams

**Accessible Education**  
Sydney Wilkinson

**Thriving Economies**  
Stephen Lauer

## RURAL INITIATIVE GOAL LEADS

**Improved Health**  
**Sue Schneider**, Extension State Specialist, Health Lead

**Thriving Economies**  
**Becca Jablonski**, Assistant Profession & Food Systems Extension Economist  
**Dawn Thilmany**, Director of Engagement Scholarship, Co-Director - CSU Regional Economic Development Institute

**Accessible Education**  
**Jill Garber**, Director - Collaboration Campuses  
**Inger Johnson**, Head of Distance Education

**Vibrant Communities**  
**Patti Schmitt**, Director - Community Development, Director - The Family Leadership Training Institute of Colorado (FLTI)



# Accessible Education



## Areas of Focus

- Increasing college readiness, local access and enrollment
  - Curriculum / Partnerships – developing and scaling the collaboration campus model
  - Transfer facilitation – expanding curricular pathways
  - Rural college access specialists – supporting increased college readiness
  - Targeted youth development – focusing on rural populations underrepresented in postsecondary education
- Increasing scholarship support
- Expand capacity of Engagement and Extension staff and resources

## Highlights of Accomplishments to Date

- 2+2+1 accelerated masters in addictions counseling program in partnership with Northeastern Junior College in development
- 2+2 bachelor's in soil and crop sciences in partnership with Pueblo Community College Southwest in development
- CSU Pueblo and Fort Collins partnering to build degree programs in agriculture with courses from across campuses that expand curricular pathways
- Identifying roadblocks in current transfer system between campuses and community colleges
- Specialists are hosting events and activities in support of spring recruitment and financial aid, such as Free College Application Day
- In SW Colorado, continuing engagement with the Ute Mountain Ute tribe to expand tribal youth outreach
- In NE Colorado, working with community leaders to determine needs and opportunities specific to the Latinx communities



# Improved Health / Colorado AgrAbility Project



## Areas of Initial Focus

- Mental and behavioral health, healthy aging and disease prevention, all with a health equity lens.
- Expand health programming, reaching diverse populations not historically served by Extension
- Support health workforce development and partnership opportunities

## Highlights of Accomplishments to Date

- Cultivated new partnerships with over 120 stakeholders
- Held first Health Summit at CSU Spur, bringing together 45 community partners to share best practices in community health innovation
- Conducted seven focus groups to identify Northeast Regional Engagement Center's key contributions to the community and areas for growth including health and wellbeing programs and services, workforce development initiatives and other opportunities
- Four collaborative grant proposals submitted in partnership with CSU faculty to support rural health initiatives

## Colorado AgrAbility Project

- A partnership between CSU Extension and Goodwill Industries of Colorado to serve the needs of Colorado's farm and ranch families with disabilities
- Last year received legislative support for expansion of the program (*\$900,000/year appropriation to CSU Extension*)
- Mental and behavioral health concerns at forefront of communities' minds. In addition to ramping up other programs, preparing to hire four AgrAbility Behavioral Health Specialists who will work directly with farm and ranch families and communities
- A winter workshop series is planned across the state to support agricultural communities and connect people with resources including farm and ranch safety, resiliency and stress management.
- Website: [agrability.colostate.edu](http://agrability.colostate.edu)
- News Feature: [CSU Extension is expanding access to mental health care in rural Colorado](#)



# Vibrant Communities



## Areas of Focus

- Expand family and community leadership training to lift up underrepresented community voices in decision-making and develop leaders for critical civic institutions
- Create connections among the campuses and rural communities to promote their histories and cultures and connect with university student and faculty visual and performing arts
- Extend work in establishing dialogues within rapidly changing communities to bridge divides and support community problem-solving

## Highlights of Accomplishments to Date

- Launched State Design Team, made up of rural community members, nonprofit organizations, foundations, CSU faculty, and Extension members to prioritize work and design approaches
- In July 2022, hosted a Statewide Family Leadership Training Institute facilitator training involving 10 communities and 42 participants to support implementation of the leadership program in local communities
- Hosted civic dialogue training for twelve rural areas
- Four leadership and civic development classes offered in Eagle, Morgan, Wray and the San Luis Valley
- Launched the pilot Art of Ranching project, a youth-led community history project, capturing the legacy of Colorado Ranches
- Published the Art of Ranching 4-H Manual
- Launched the Rural Action Project in partnership with the State Design Team and the CSU Center for Public Deliberation

## Rural Action Project

Rural residents from all backgrounds are invited to participate in a series of community conversations to create deeper connections and strengthen communities.

Eleven communities signed up to participate. Beginning in 2023, each community will host three community conversations and then lead a project that meets a need identified by the community as a priority.

Conversation topics include:

- Celebrating rural assets and identifying needs
- Telling community stories
- Developing community projects





# Thriving Economies / Food & Agriculture

## Areas of Focus

- Continued support for the Regional Economic Development Institute's (REDI) capacity to inform community planning and redefine our impact on the agriculture economy with a focus on technical assistance and research translation
- Redeveloping the value proposition and ways of working with large-scale food and agriculture producers, with a focus on technical assistance and research translation in areas such as soil sustainability and large animal veterinary medicine
- Expanding economic support for Colorado farms and ranches
- Improving access to high-speed internet through grant and program development
  - *Partnering in support of the CSU System broadband initiative.*
  - *With county and regional director support, 46 Extension sites identified as unserved or underserved*

## Highlights of Accomplishments to Date

- Colorado Food Summit, hosted in Dec included nearly 400 participants, including 40 youth
- Mountain Meat Conference and International Livestock Forum held Jan 11-12
- Established a CSU Produce Network of 31 campus and field-based faculty and staff to better serve Colorado's produce industry through more informed, coordinated and co-created initiatives
- Partnered with NW Colorado Development Council, the Community Agriculture Alliance and CNCC on a grant to assess feasibility of supply chain coordination in the meat sector
- Partnering in the development of an annual survey to understand projected and actual impacts of labor factors for Colorado farms and ranches
- Partnering in development of a playbook to help school districts respond to the new universal school lunch program with focus and intention on procuring Colorado products



# Connecting to Colorado Communities

## With Campus Partners

- **Colleges, Deans and Faculty**
  - Meetings held with all colleges and dean executive committees to discuss strategies, relationships, and support from across all OEE for their areas of interest and strategy. In meetings with all departments, discussed program and course offerings, educational market and program trends, as well as new program possibilities.
- **Engagement and Extension Forum**
  - At the 2022 event, over 300 faculty and staff from across campus and the state joined together in learning, planning and strengthening connections. Twenty formal sessions offered opportunities for faculty and staff to engage and connect on understanding of community needs and programming, as well as informal networking throughout the weeklong program.
- **Colorado State Forest Service**
  - With added capacity from the Rural Initiative, developing the Colorado – Biochar Use Resource Network as an informal network of researchers and practitioners. Staff are working on classroom and field-based educational programs, supporting safe and affordable residential-scale biochar production in rural communities through a “Biochar in the Woods” model, and pursuing partnerships on private commercial and institutional-scale systems to produce biochar for the reclamation of mine lands and for improving local food production in historically underserved communities.

## Across Colorado

- **New Opportunities**
  - In partnership with the College of VetMed, reenergizing Veterinary Extension efforts, including adding field positions and expanding reach potentially through the diagnostic labs located across the state.
- **Extension Internship Program**
  - Started in 2018, internships are based across Colorado, include applied research and support stakeholder engagement. In 2022, eighty paid internships were awarded in seven colleges.
- **Colorado Counties Inc.**
  - In 2022, aligned CSU Extension regions with the Colorado County Inc (CCI) regions. At the CCI Winter Conference, leadership, including all five Extension regional directors, presented an overview on Extension.
- **Colorado State Fair Sponsorship**
  - Entered a new partnership with the State Fair as sponsor of the CSU Pavilion (livestock pavilion), engaging CAS, College of VetMed, Engagement and Extension and 4-H.
- **Local, State and Industry Events**
  - Participated in over fifty events in 2022 to connect with individuals and communities, sparking interest in lifelong learning opportunities and resources of both OEE and CSU.



# Fostering Diversity, Equity and Inclusion

## Extension Transition to Faculty Status Complete

- On Jan. 1, 2023, eligible Extension staff transitioned to faculty
- Extension Faculty Code approved Dec. 9
- Extension faculty work in three categories of scholarship:
  - **Educate:** engaged teaching, providing consultation and technical assistance
  - **Create:** applied, participatory research and engaged scholarship
  - **Connect:** Community and partner co-created, inclusive engagement

## Civil Rights Compliance Review Underway

- The U.S. Department of Agriculture's National Institute of Food and Agriculture (NIFA) enforces applicable civil rights statutes and conducts compliance reviews as a regular, systematic assessment of extension programs and activities to determine overall compliance with civil rights requirements set forth in federal law, policy, and regulation
- In fall of 2022, NIFA notified CSU Extension that it is conducting a remote compliance review
- In December, CSU Extension submitted response to the initial data request
- Select staff interviews are expected to begin this winter
- Through a statewide process leading to this formal review, OEE has updated plans, trainings and resources



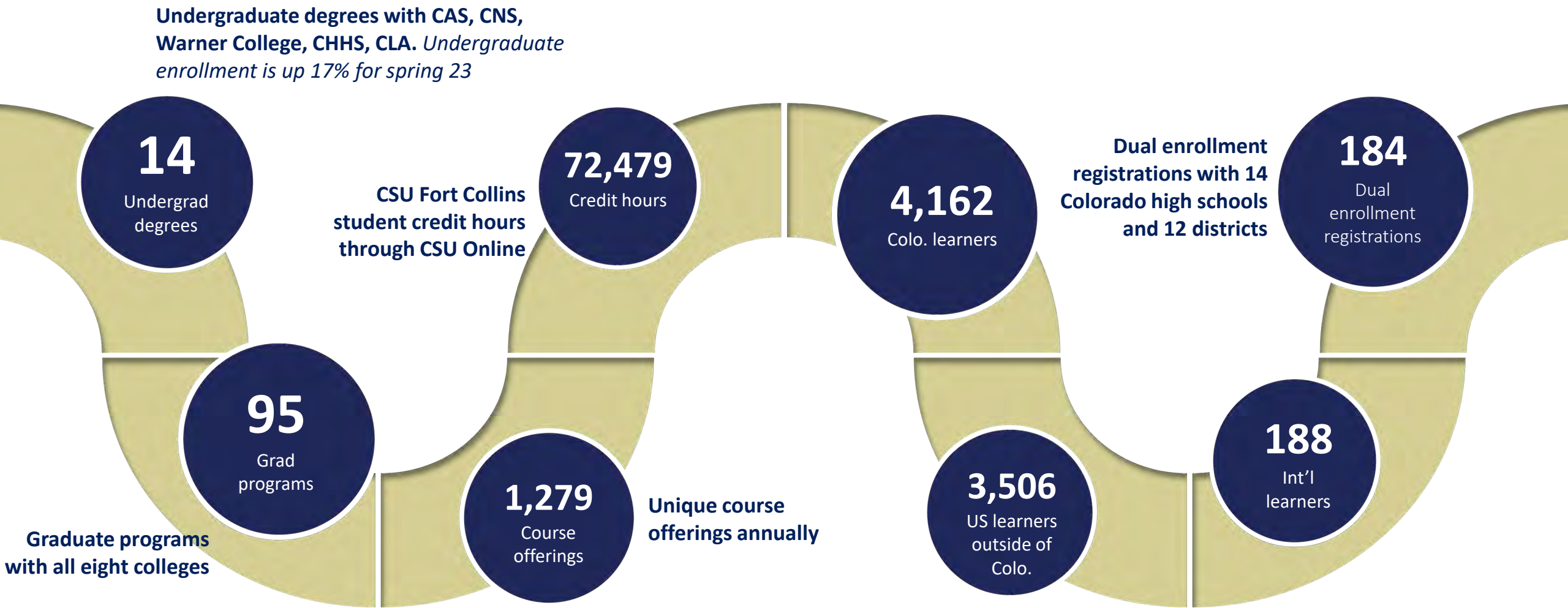


# **SECTION 2**

## Expanding Access to Education



# Online Credit Learner and Student (Fall 21 – Spring 22) Snapshot





# Partnering in Support of Colorado Communities and Learners

## Expanding Capacity

- Responding to the needs of our communities and departments, in 2022 hired an industry relationship manager to engage with Colorado industries, connect to current offerings and create programs that our partners and communities need
- The Program Management Certificate, which serves industry partners (United Power, City of Fort Collins, Denver Transit) and Colorado learners has seen an increase in demand following the pandemic (*51 enrolled in 2022, an increase from 45 enrolled in 2021*)

## Professional Education

- Offering over 100+ non-credit courses that run continuously throughout the year, in addition to courses with Cooperative Education partners Fullstack Academy and Ed2Go to offer industry-designed and sought-after courses
- Course lengths vary from several days to weeks to months
- Types of offerings include single courses, bundled courses and full programs, earning digital badges, certificates of completion or continuing education units
- In 2022, served more than 38,317 non-credit learners, an increase of ~7,000 year over year

## Offerings at CSU Spur

- Partnering with the College of Agricultural Sciences in the Master of Agribusiness and Food Innovation Management program (*18 enrollments in this new program*)
- Partnering with the School of Education in the Organizational Learning, Performance and Change Ph.D. program (*18 new students*)
- Partnering with the College of Health and Human Sciences in relaunch of Construction Management Certificate in 2021 (*39 enrolled in 2022, an increase from 24 enrolled in 2021*)





# **SECTION 3**

## Empowering Lifelong Learning



# EMPOWERING LIFELONG LEARNING FROM PRE-K TO OLDER ADULTS

## COLORADO 4-H

Fostering Youth Education,  
STEM Learning, Civic  
Engagement & Leadership  
Development



## COLLABORATION CAMPUSES

Creating Pathways  
from Community  
Colleges to CSU



## CSU SPUR

Denver-Based Hub for  
Research, Innovation,  
and Hands-On  
Education for All Ages



## DUAL ENROLLMENT

Inclusive, Affordable Access to CSU  
Online Dual Enrollment Courses for  
Colorado High School Students

Colorado  
Master  
Gardener  
Family  
Leadership  
Training  
Institute (FLTI)  
CSU Green  
School  
Topic-Based  
Workshops &  
Trainings



## CSU EXTENSION

Providing Resources,  
Educational Outreach  
& Programming  
Across Colorado

Undergraduate &  
Graduate Degree  
Programs

Non-Credit  
Classes &  
Certificates

Professional  
Education &  
Upskill Courses



## CSU ONLINE LEARNING

Credit & Non-Credit  
Online Learning Offerings

## OSHER LIFELONG LEARNING INSTITUTE (OLLI)

Non-Credit Courses and Activities  
for Adult & Senior Learners



## REGIONAL ENGAGEMENT CENTERS

Building Connections  
Between CSU and Regional  
Communities in Colorado





# Snapshot Lifelong Learning Journey - Horticulture

Landscape for Life

CSU Extension awarded program and partnership with the U.S. Botanic Garden to provide education on sustainable landscaping practices

## Extension's Green School

First offered in 2021, Green School is focused on science-based and Colorado-specific horticulture. 1,442 have participated since 2021

## Online Graduate Certificate in Horticulture and Human Health

A new program started in Fall 2021

## New National Program and Partnership

## Online Horticulture and Human Health Master's

Only in its second spring term (started in Spring 22), increased from 4 students

## Online Horticulture B.S.

Program increased 12% from Fall 21 to Fall 22

## Colorado Master Gardener Volunteers

In 2022, our network of volunteers reached 178,210 Coloradans through gardening education and outreach

## Colorado 4-H

Youth Participants in Gardening Projects in 2022

170

Participants

605

Students Enrolled

4

Students Pursuing

23

Students Enrolled

147

Students Enrolled

1,446

Volunteers

45,210

Hours Served

37

Dual Enrollment Students

## Dual enrollment Hort 100 (Fall 22)

In coordination with Denver area high schools, including 18 with Denver Public Schools including Bruce Randolph





# Empowering Lifelong Learning

## Colorado 4-H

- In December 2022, OEE launched a survey with employees, volunteers, stakeholders and community partners to provide input into our program and the vision for the future
- 2021 4-H enrollment at-a-glance
  - 100,000 youth reached
  - 11,000 community club memberships
  - 10,000 volunteer 4-H leaders
- Place of residence
  - Central cities - 31,395
  - Suburbs - 20,854
  - Towns (10-50k) - 17,819
  - Towns (10k/non-rural) - 20,361
  - Farms - 9,841

## Osher Lifelong Learning Institute (OLLI)

- A member-powered community that offers a broad range of educational experiences and lifelong learning opportunities for adults 50+
- Offer over 80 courses each semester, serving 600+ members through online and in-person courses offered on campus. Prior to the pandemic, courses offered in-person only. Fall 2022 and spring 2023 courses offered 75% in-person and 25% online
- Online and hybrid instruction offer the most potential for growth with expanded reach across rural Colorado
- On track to continue a steady increase in memberships and course registrations with spring 2023 registration
- Member quote from a course evaluation:  
*"Your programs have given meaning to my life and satisfied my curiosity on so many topics. You have fulfilled my passion for learning and kept me young at heart!"*

## Investing in the Learner Experience

- In 2022, we launched the Learner Front Door project, a strategic, multi-year initiative to redesign our online learner experience (including websites) and learner-enabling technology infrastructure
- Key components include
  - Simplifying and standardizing overall design and user experience for over 100 current websites to provide a consistent, easy-to-use experience
  - Expanding access and reach to resources and offerings
  - Event, program and course registration, payment processing and volunteer management
  - Improving technology integrations to simplify current processes





# SECTION 4

Advancing Research and Engagement



# Advancing Research and Engagement

## Colorado Water Center

- Welcomed new leadership: John Tracy, director, and Karen Schlatter, associate director
- Collaborating with CSU Spur and Denver Water leadership on the development of the Western Water Policy Institute. Search for the director anticipated in late spring/early summer
- Opportunities include advancing new water programs, engaging communities in water resource dialogues that have traditionally not been represented in discussions of water policy or water planning, and adopting a water workforce development focus

## Provost's Council for Engagement

- Recognized for its efforts in engaged scholarship, received other university interest to learn about and build on the Council's '[Continuum of Engaged Scholarship](#)'

## Salazar Center for North American Conservation

- Hosted the fourth annual International Symposium on Conservation Impact focused on transboundary conservation. Save the Date: fifth annual symposium at the CSU Spur Campus, October 11-12, 2023
- Launched the inaugural 2022-23 Peregrine Accelerator at the 2022 Symposium. The 6-month program will run through the fall
- As part of a partnership with the City of Denver, issued a request for proposals in 2022 for CSU research teams interested in supporting Denver Parks and Recreation's climate resilience and adaptation efforts. A Warner College team was awarded \$150,000 in Dec. 2022 to support this work
- In partnership with [Next100 Colorado](#), ran a scholarship program during spring 2022 semester for CSU students of color. Selected students were awarded \$2,000 and had the opportunity to learn a range of technical and artistic skills related to filmmaking and visual storytelling. *The Center will co-host two screening events: Feb 23 at the CSU Lory Student Center and March 9 in Denver*







# Section 11

## *Consent Agenda*

### Colorado State University System

Minutes of the November 28, 2022 Audit and Finance Committee

Minutes of the November 30, 2022 Evaluation Committee

Minutes of the December 1-2, 2022 Board and Committee Meetings

Minutes of the December 16, 2022 Special Meeting

### Colorado State University

Graduate Certificates:

- International Security
- Sustainable Business
- Tailings Engineering

### Colorado State University Pueblo

CSU Pueblo Admin Professional Handbook



**THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM  
AUDIT AND FINANCE COMMITTEE  
MEETING MINUTES  
Conducted Remotely  
November 28, 2022**

**ROLL**

**Governors present:** John Fischer (Chair); Russell DeSalvo, Treasurer; Armando Valdez

**Administrators present:** Tony Frank, Chancellor, CSU System; Jason Johnson, General Counsel, CSU System; Henry Sobanet, Senior Vice Chancellor and CFO, CSU System; Rick Miranda, Interim President, CSU; Brendon Hanlon, VPUO, CSU; Susy Serrano, Director of Internal Auditing, CSU System; Tim Mottet, President, CSU Pueblo; Juanita Pena, CSU Pueblo; Meg Brewer, CSU Pueblo; Bridget Mullen, CSU System; Pam Toney, President, CSU Global; Patti Arroyo, CFO, CSU Global; Suzanne Zimmerer, CSU System Treasury; Angie Neilson, CSU Fort Collins; Dave Ryan, Controller, CSU.

**CSU System Staff present:** Melanie Geary, Board Liaison

**CALL TO ORDER**

Chair Fischer called the Audit and Finance Committee meeting to order at 2:31 p.m. and asked Henry Sobanet to begin. Mr. Sobanet welcomed everyone and turned the presentation to Susy Serrano, Director of Audit, who reviewed the Audit materials that have been prepared for the upcoming Board of Governors meeting.

**Audit and Finance**

Ms. Serrano presented the Audit Dashboard noting they continue to make progress on the goals. Next, she discussed the status of the self-assessment exercise noting the independent external assessor portion was still in process, but the full report should be complete by June. Ms. Serrano then discussed the CSU Pueblo Athletics Camps audit noting there were no findings of misconduct. She shared some of the recommendations from that audit, such as segmentation of duties, and she mentioned several tools to tighten quality controls. Ms. Serrano also noted the recommendation for a minors on campus policy and athletics camps policy. Ms. Serrano then discussed the overdue recommendations, including the CSU IT vendor management system, controls around cloud-based software applications and purchases, and she noted those have not always been vetted as thoroughly enough for security risks in the past.

CFO Sobanet reviewed the Governor's Budget request noting it included meaningful new resources for Higher Education in the context of the high inflationary environment with 6.8% topline funding for the General Fund to Higher Education Institutions. It included allowance of up to a 4% tuition increase for in-state students and up to 5.5% for non-resident. Mr. Sobanet explained there would be careful attention paid to the market and what could be absorbed. He also explained that the budget request needed to make its way through the legislature and there would be a better grasp on its direction in late March. CFO Sobanet discussed the three-step formula for the allocation of funds noting the Board would discuss this in greater detail in February. However, as the proposed budget stood currently, the CSU System net funding was below average for the state due to the formula benefitting some institutions based on head count versus FTE. He then discussed the proposed Capital Construction funding noting that phase two of the Clark building was not included and neither was the continuing payments of the Certificates of Participation (COPs) for the Nutrien building, which in the current year were paid by the State at approximately \$1.2 M per year.

Mr. Sobanet then shared the quarterly financials before moving into the Campus Budget scenarios. Interim President Miranda highlighted the four budget scenarios representing a high and a low tuition increase (4%



and 3%) and a high and a low salary increase (3% and 5%). He noted the improved outlook from October's budget. CSU VPUO Brendan Hanlon then reviewed the scenarios in greater detail.

CSU Pueblo President Tim Mottet presented two budget scenarios for CSU Pueblo noting their conservative approach and efforts to protect compensation, which was a priority on the campus. He also explained the projections for enrollment being down 3% and the factors feeding into that projection. President Mottet then discussed the ongoing expense reductions to eliminate the structural deficit and aligning expenses with revenues.

CSU Global CFO Patti Aroyo presented the CSU Global budget noting that they had lower than expected tuition and fee revenue, which was flat compared to the projected 25% growth. She noted that they did expect to see growth in the next semester due to the new MBA program, Amazon partnership, and additional corporate strategic partnerships. Overall, CSU Global is anticipating a 10% increase in enrollment. Also, expenses were also lower than expected, so they anticipate hitting the 26% operating margin target.

CFO Sobanet then discussed the annual Reserves report and proposed Reserves draw noting it would be an action item at the Board meeting. He provided a 3-year history, the mid-point in the current year, and the 1-year outlook. The proposed withdrawal of \$49,853,826 from the E&G Board Reserves would be allocated as follows: CSU-Pueblo Sustainability (\$11,686,000); System Infrastructure (\$7,055,000); System Initiatives including the CSU Medical School (\$8,250,000); System IT Upgrades (\$1,674,435); Spur Campus Operations (\$17,465,000); Todos Santos support (\$520,000); and State Engagement Hubs support (\$453,391).

### **CSU System Treasury Update**

CFO Sobanet presented the Treasury noting the fund was up from the lows of the year but still showed some declines for the year due to market performance. But overall, since the beginning of the initiative it was still ahead of what was invested.

### **Action on Fifth Amendment to the Fifteenth Supplemental Resolution**

CFO Sobanet explained the resolution to re-authorize the amendment to the supplemental resolution, noting that this is an annual housekeeping item, and the resolution allows the Treasury to refinance long-term anything that is borrowed short-term in our commercial program, enabling the Treasury to act quickly to take advantage of favorable interest rates refund issuances of up to \$75 M.

### **Action on CSURF (CSU STRATA) Capital Lease Annual Line of Credit Renewal**

CFO Sobanet explained the line of credit leasing program and resolution to re-authorize the line of credit, noting that this is an annual housekeeping item which would be voted on at the Board meeting.

### **Employee Compensation**

CFO Sobanet presented the total CSUS compensation package in response to the Board's request in October. He noted that the highest inflation in 40 years including a decade of housing inflation was impacting the entire System and was creating some compression in some areas. CFO Sobanet also highlighted that over the last five years there had been increases of 13.1% for faculty and staff and 12% for classified employees, noting state and federal rules do often affect how people are compensated. He also discussed the other components of the entire compensation package and noted that when fringe benefits included the total compensation package was competitive. CFO Sobanet then shared considerations/approaches for revenue options to increase employee compensation in short, medium, and long term.

### **CSU System Treasury Update**

CFO Sobanet presented the upcoming CSU System Treasury update. He reviewed the history behind CSU's diversification of its investment portfolio, starting in 2018. He noted that this year has seen declines versus the



past three years of significant gains. CFO Sobanet explained the long-term approach. He also noted that there could be a possible bond resolution to bring forward to the Board.

Chair Fischer asked about a delta to aggregate cost of living increases over the last five years and asked if there had been any exploration or creative thinking around revenue generation through executive education offerings in some of the areas where CSU is nationally ranked like sustainability. President Miranda shared that the CSU College of Veterinary Medicine and Biomedical Sciences Translational Medicine Building was designed to accommodate that and those programs were in their beginning stages but growing. Chair Fischer also asked about Agriculture and generational development including Ag Industry Symposiums. President Miranda shared information around the CARL program noting it was more focused on engagement than revenue generation. Chair Fischer also asked about custom education for major corporations.

With no further agenda items or business the Audit and Finance Committee adjourned at 3:47 p.m.



**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
Evaluation Committee  
Meeting Minutes  
Westin Denver International Airport  
8300 Pena Boulevard  
Denver, Colorado 80249  
November 30, 2022**

**ATTENDANCE**

**Evaluation Committee Members Present:** Armando Valdez, Chair; Kim Jordan, Board Chair; Nate Easley, Secretary; Russell DeSalvo, Treasurer; Polly Baca; John Fischer; Kenzo Kawanabe; Betsy Markey; Louis Martin

**Administrators, System Staff, and Search Firm Staff Present:** Tony Frank, Chancellor; Jason Johnson, General Counsel; Melanie Geary, Board Liaison; Porsha Williams, Parker Executive Search; and Laurie Wilder, Parker Executive Search

**CALL TO ORDER**

Chair Valdez welcomed everyone and called the meeting to order at 8:00 a.m.

Mr. Valdez Moved to go into Executive Session of the Evaluation Committee of the Board of Governors of the Colorado State University System for the reasons stated in the public notice, and that Motion was seconded by Kim Jordan. The Committee unanimously voted to go into executive session at 9:02 a.m. General Counsel Johnson read the Committee into Executive Session for the purposes of receiving, reviewing, and discussing confidential applicant information regarding the appointment of the position as the next President of Colorado State University and to receive legal advice on specific questions about the search and other employment law matters from the Evaluation Committee, which is confidential under C.R.S. § 24-6-402(3)(a)(II), (3)(a)(III), (3)(a)(VII), (3)(b)(I), (3)(d), and (3.5).

Following a Motion, Second, and unanimous vote, the Evaluation Committee came out of execution session at 4:11 p.m.

With no further business the meeting adjourned at 4:12 p.m.



**THE BOARD OF GOVERNORS  
OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
MEETING MINUTES  
December 1-2, 2022  
Terra Building, CSU Spur Campus  
4817 National Western Drive, Denver, Colorado 80216**

**ROLL**

**Governors present:** Kim Jordan, Chair; Armando Valdez, Vice Chair; Russell DeSalvo, Treasurer; Nate Easley, Secretary; Polly Baca; John Fischer; Kenzo Kawanabe; Betsy Markey; Louis Martin; Dr. Jennifer Davis, Faculty Representative, CSU Global; Dr. Andrew Norton, CSU Faculty Representative; Mikayla Lerch, CSU Pueblo Student Representative; Paige Martinez, CSU Global Student Representative; Dr. MD Islam, CSU Pueblo Faculty Representative; and Rob Long, CSU Student Representative.

**Administrators present:** Tony Frank, Chancellor, CSU System; Jason Johnson, General Counsel, CSU System; Rick Miranda, Interim President, CSU; Timothy Mottet, President, CSU Pueblo; Pamela Toney, President, CSU Global; Henry Sobanet, Senior Vice Chancellor and CFO, CSU System; Susy Serrano, Director of Internal Auditing, CSU System; and Roze Hentschell, Interim Chief Academic Officer, CSU System.

**CSU System Staff present:** Melanie Geary, Board Liaison; Adam Fedrid, IT Manager; Wayne Hall, IT Manager.

**Guests present:** Dr. Chad Kinney, Interim Provost, CSU Pueblo; Jannine Mohr, Deputy General Counsel, CSU; Johnna Doyle, Deputy General Counsel, CSU Pueblo; Juanita Pena, Director of Business Financial Services, CSU Pueblo; Dr. Jan Nerger, Interim Provost, CSU; Jocelyn Hittle, AVC, CSU System; Tiana Kennedy, AVC, CSU System; Cara Neth, Executive Communications, CSU System; Angie Nielsen, CSU Fort Collins; Dave Ryan, CSU Fort Collins; Dr. Blanche Hughes, VP for Student Affairs, CSU Fort Collins; Dr. Donna Souder Hodge, CSU Pueblo; Dr. Van Winkle, Presidential Fellow, CSU Pueblo; Anthony Lane, Senior Writer, CSU System; Dr. Albert Bimper, Interim Chief of Staff, CSU; Mike Hooker, Director of Community Affairs, CSU Fort Collins; Greg Harrison, CSU Marketing and Communications; Jeff Dodge, Director, Internal Communications, CSU Fort Collins; Dr. Pam Jackson, CSU Provost's Office; Brendan Hanlon, VP for Operations, CSU Fort Collins; Cherie O'Neill, CEO, CSU Foundation; Kathay Rennels, Interim VP for Engagement, CSU Fort Collins; Dr. Sandra Jones, CSU Global; Dr. Alan Rudolph, VP for Research, CSU Fort Collins; Gena Alfonso, Director Marketing, Communications, and Community Relations, CSU Pueblo; Jim Bradeen, AVP for Spur Strategy; Claudia Rodriguez, Education Lead Facilitator, CSU Spur; Corrine Hinton, Education Facilitator, CSU Spur; Nicholas Trujillo, Ops Manager – FIC, CSU Spur; Mike Gabel, Dir. Food Innovation Center, CSU Spur; Michelle Kelley, General Manager, CSU Spur; Kathryn Venzor, Director of Education, CSU Spur; Adrienne Sedlak, Education Manager, CSU Spur; Tami McDonald, Special Assistant, CSU Spur; Sarah Miley, Program Associate, CSU Spur; Lindsay Evens, Event Manager, CSU Spur; Stefanie Ebo, Event Manager, CSU Spur; Nancy Delter AVP of Marketing, CSU.

**CALL TO ORDER**

Chair Jordan called the Board meeting to order at 9:03 a.m. and welcomed everyone.

As the first agenda item, Chair Jordan asked to convene the meeting of the Evaluation Committee of the Board of Governors in Executive Session.



**Motion/Action:** Governor Baca made a motion to move into Executive Session of the Evaluation Committee for the reasons stated in the public notice. Governor Fischer seconded the Motion and the Motion carried unanimously. General Counsel Johnson read the Evaluation Committee into Executive Session for the reasons stated in the public notice at 9:05 a.m. Specifically, General Counsel Johnson noted the following reasons for going into Executive Session under the Colorado Open Meetings Law, as stated in the meeting notice:

As stated in the public notice, the Evaluation Committee of the Board of Governors has moved into Executive Session under C.R.S. § 24-6-402(3) (b) (I) for discussions regarding the Board's evaluation and performance reviews for the Chancellor, Presidents, and professional staff employees of the Board, and for the Evaluation Committee to receive, review, and discuss confidential applicant information for the position as the next President of Colorado State University, and to receive legal advice about the search process, which are confidential pursuant to C.R.S. § 24-6-402(3)(a)(II), 3(a)(III), 3(a)(VII), (3)(b)(I), (3)(d), and (3.5).

Following a Motion, second, and unanimous vote to leave Executive Session of the Evaluation Committee, the Board returned to open session at 9:50 a.m.

The Board reconvened in open session at 9:55 a.m.

## **PUBLIC COMMENT**

Chair Jordan then discussed the opportunity for Public Comment that occurs at every meeting. She noted that Public Comment is an important part of our Board meetings, and the Board considers the comments as they carry out their duties. Chair Jordan acknowledged the emails (13) received from faculty regarding fees assessed to graduate student workers (Graduate Assistants). She explained that Interim President Miranda and Interim Provost Nerger announced this week a plan to phase in coverage of mandatory fees for Graduate Assistants appointed as Graduate Teaching Assistants (GTAs), Graduate Support Assistants (GSAs), or Graduate Research Assistants (GRAs). Partial fee coverage will begin in Spring 2023 with increases in the next two academic years until these appointments receive 100% coverage of all mandatory graduate student fees. Chair Jordan thanked Interim President Miranda and Interim Provost Nerger for their attention to this issue.

Chair Jordan then invited those present for Public Comment to share their comments. Debra Nunes, teaching assistant at CSU and representing the graduate workers organizing cooperative, expressed her concerns about compensation and graduate student fees. Danielle DeMartaes, 3<sup>rd</sup> year Ph.D. student at CSU, also shared her concerns related to pay for graduate students.

## **CHANCELLOR'S REPORT**

Chancellor Frank asked Roze Hentschell to discuss the innovative, intentional new partnership between the CSU System and College Track to increase the number of first-generation college graduates from underserved communities.

The collaboration with College Track establishes a new model for supporting students and introducing them to a range of academic and career possibilities. The partnership is College Track's first system-wide collaboration. Key elements of the partnership include dedicated on-campus space and designated co-leadership, which indicate the importance of the partnership to both organizations. A CSU cabinet-level leader will work with College Track Chief of Education Officer, Rosanna Ferro, Ed.D., to ensure the success of scholars. The collaboration also features cohort-based admissions: CSU will guarantee admissions for at least 25 Colorado-based College Track scholars every year. These cohorts will benefit from peer-to-peer support and dedicated College Track and CSU staff. As part of the financial commitment



to student success and to underscore its belief in the urgent need for these scholars, CSU will offer financial support to the CSU-CT cohort. In recognition of the 10-year investment that College Track makes in its scholars, CSU also will offset College Track's administrative fees.

Chancellor Frank then transitioned the discussion to the follow-up from the Board retreat explaining that the Board would break into four working groups to discuss *Land Grant Priorities: Access, Affordability and Agriculture* for approximately one hour.

As part of the CSU Spur Update, Chancellor Frank provided an historical overview of the CSU Spur project dating back to discussions over 15 years prior with the City of Denver and the National Western Stock Show and explained how CSU became a partner in the redevelopment of the National Western Center, creating a presence for CSU in the Denver Metro area. AVC Jocelyn Hittle then provided an update on the status of the project to date, in particular the pedestrian bridge and riverfront, and invited Spur program/area leads (Kathryn Venzor, Education; Jeremy Davis, Events; Michelle Kelley, Campus Operations; Sarah Miley, Community Outreach; Adam Fedrid, IT; Tiana Kennedy, Communications) to share their progress to date and preview what to expect in the near future.

The Board paused for lunch at 12:04 p.m. After lunch, the Board members toured the National Western Center Central Utility Plant (CUP) at 1:00 p.m., and resumed the Board meeting at 1:38 p.m.

#### **AUDIT AND FINANCE COMMITTEE**

Chair Fischer called the Committee Meeting to order at 1:38 p.m. and asked Susy Serrano, Director of Audit, to review the Audit section.

Ms. Serrano presented the Dashboard noting Internal Audit continues to make progress on the goals. Next, she discussed the status of the self-assessment exercise noting they were still waiting to go through the external assessment, which was tentatively slated for the end of March 2023. She then noted that the CSU Global Student financial aid audit had started. Ms. Serrano then discussed the CSU Pueblo Athletics Camps audit noting there were no findings of misconduct. She shared some of the recommendations from that audit, which included segmentation of duties and tools to tighten quality controls. Ms. Serrano also noted the recommendation for a minors on campus policy and athletics camps policy. Ms. Serrano then shared with the Board that they are reviewing the format of Audit Reports and this will be shared with the Board before it is adopted. She also discussed the CSU IT vendor management system and its controls around cloud-based software applications and purchases, and noted they have not always been vetted as thoroughly enough for security risks in the past.

CFO Sobanet reviewed the Governor's Budget request noting it included meaningful new resources for Higher Education in the context of the high inflationary environment with 6.8% topline funding for the General Fund to Higher Education Institutions. It included allowance of up to a 4% tuition increase for in-state students and up to 5.5% for non-resident. Mr. Sobanet explained there would be careful attention paid to the market and what could be absorbed. He also explained that the budget request is in its early stages and needs to make its way through the legislature and there would be a better grasp on its direction in late March. He discussed the three-step formula for the allocation of funds noting the Board would discuss in greater detail in February, but as the proposed budget stood the CSU System net funding was below average for the state due to the formula benefitting some institutions based on head count versus FTE. He then discussed the proposed Capital Construction funding noting that phase two of the Clark building was not included and neither was the continuing payments of the Certificates of Participation (COPs) for the Nutrien building, which in the current year were paid by the State at approximately \$1.2 M per year.



Mr. Sobanet then shared the quarterly financials before moving into the Campus Budget scenarios. Interim President Miranda highlighted the four budget scenarios representing a high and a low tuition increase (4% and 3%) and a high and a low salary increase (3% and 5%). He noted the improved outlook from October's budget. CSU VPUO Brendan Hanlon then reviewed the scenarios in greater detail.

CSU Pueblo President Tim Mottet presented two budget scenarios for CSU Pueblo noting their conservative approach and efforts to protect compensation, which was a priority on the campus. He also explained the projections for enrollment being down 3% and the factors feeding into that projection. President Mottet then discussed the ongoing expense reductions to eliminate the structural deficit and aligning expenses with revenues.

CSU Global CFO Patti Aroyo presented the CSU Global budget noting that they had lower than expected tuition and fee revenue, which was flat compared to the projected 25% growth expected. She noted that CSU Global expects to see growth in the next semester due to the new MBA program, Amazon partnership, and additional corporate strategic partnerships. Overall, they are anticipating a 10% increase in enrollment. Expenses were also lower than expected so they anticipate hitting the 26% operating margin target.

#### **Action on the Annual Reserves Draw**

CFO Sobanet introduced the Annual Reserves Report and Reserves Withdrawal discussion noting the 3-year history, the mid-point in the current year, and the 1-year outlook. Chair Fischer asked for an action to approve the draw.

**Motion/Action:** Governor Valdez Moved to approve withdrawal of \$49,853,826 from the E&G Board Reserves available for Strategic Deployment ("Board Reserves") with such funds being used, as follows: CSU-Pueblo Sustainability (\$11,686,000); System Infrastructure (\$7,055,000); System Initiatives including the CSU Medical School (\$8,250,000), System IT Upgrades (\$1,674,435), Spur Campus Operations (\$17,465,000), Todos Santos support (\$520,000), and State Engagement Hubs support (\$453,391). The Motion was seconded and carried unanimously. This Action Item is included in the Board meeting materials.

#### **CSU System Treasury update**

CFO Sobanet presented the Treasury noting the fund was up from the lows of the year but still showed some declines for the year due to market performance. But overall, since the beginning of the initiative it was still ahead of what was invested.

#### **Action on Fifth Amendment to the Fifteenth Supplemental Resolution**

CFO Sobanet explained the resolution to re-authorize the amendment to the supplemental resolution, noting that this is an annual housekeeping item, and the resolution allows the Treasury to refinance long-term anything that is borrowed short-term in our commercial program, enabling the Treasury to act quickly to take advantage of favorable interest rates refund issuances of up to \$75 M.

**Motion/Action:** Governor Jordan made the Motion to approve the Fifth Amendment to the Fifteenth Supplemental Resolution Action Item. Governor Markey seconded; and the Motion carried unanimously. This Action Item is included in the Board materials.

#### **Action on CSURF (CSU STRATA) Capital Lease Annual Line of Credit Renewal**

CFO Sobanet explained the line of credit leasing program and resolution to re-authorize the line of credit, noting that this is an annual housekeeping item.

**Motion/Action:** Governor Valdez made the Motion to approve the (CSU STRATA) CSURF Capital Lease Annual Line of Credit Renewal Action Item. Governor Markey seconded; and the Motion carried unanimously. This Action Item is included in the Board materials.



## **Employee Compensation Discussion**

CFO Sobanet presented the total CSUS compensation package in response to the Board's request in October. He noted that the highest inflation in forty years, including a decade of housing inflation that was impacting the entire System and creating some compression in some areas. CFO Sobanet highlighted that over the last five years there had been increases of 13.1% for faculty and staff and 12% for classified employees, noting state and federal rules do often affect how people are compensated. He also discussed the other components of the entire compensation package and noted that when fringe benefits are included the total compensation package was competitive. CFO Sobanet then shared considerations/approaches for revenue options to increase employee compensation in the short, medium, and long term.

The Board paused for a break at 3:12 p.m. and resumed at 3:25 p.m.

## **CSU REPORTS**

### **Student Report – Presented by Rob Long**

Governor Long discussed recent student government activities, including bills recently passed by ASCSU Senate noting a \$7,000 investment in the apiary at CSU with infrastructure investments, planting local grasses and flowers, all of which should be completed by Summer 2023. He also discussed another \$7,000 investment to provide transportation to CSU students to DIA over winter break.

### **Faculty Report – Presented by Andrew Norton**

Governor Norton discussed the work of Faculty Council. He thanked President Miranda and Provost Miranda for their work on graduate student fees. He also thanked Interim Vice President of Human Resources, Brett Anderson, for his work to improve HR matters, including the hiring process. Governor Norton then discussed the Employee Climate survey that is conducted every three years.

### **President's Report – Presented by Rick Miranda**

Interim President Miranda shared that his report stood as submitted and highlighted the renewal of the Semester at Sea contract for another five years and the new articulation agreement with Front Range Community College. He also discussed the new faculty success program. Interim President noted the completion of numerous solar arrays across campus on building rooftops that accounts for about 10-15% of the 2030 renewable energy goals. He also discussed the phased three-year plan to cover mandatory fees for Graduate Assistants appointed as graduate teaching assistants (GTAs), graduate support assistants (GSAs), or graduate research assistants (GRAs). President Miranda explained the 50% fee coverage beginning in Spring 2023, which for some of the lowest paid will represent a 10% raise with increases in the next two academic years until these appointments receive 100% coverage of all mandatory graduate student fees. He then noted that Brett Anderson had been appointed as the Interim VP for Human Resources with plans to improve and speed up hiring processes. Finally, President Miranda then discussed compensation noting it is a priority on the campus and addressing equity concerns.

## **CSU GLOBAL REPORTS**

### **Student Report – Presented by Paige Martinez**

Governor Martinez discussed the recent student advisory council meeting where the focus was on a marketing vision. She also discussed the recent D, E, I, & B group she had joined to represent the student population during those important discussions. Governor Martinez then discussed the CSU Global days at athletics events in Fort Collins and Pueblo. She also provided a student spotlight on one of her fellow classmates, Rachel Kohlman, who is in the Military and Emergency Responder Psychology program.



**Faculty Report – Presented by Jennifer Davis**

Governor Davis reported on faculty activities and recent faculty publications. She also shared concerns related to the current academic integrity policy that were raised about the Healthcare Management program and the recommendations from faculty to include more robust tracking mechanisms and follow-up. She then discussed the upcoming participation efforts for faculty including “Getting Fit” and “Giving Back.”

**President’s Report – Presented by Pam Toney**

President Toney reported that Global is starting to see some positive trends in enrollment and are anticipating improved numbers in January when many of the initiatives takes hold. She applauded the enrollment team for their efforts around improving processes to help students enroll and the student success department for their focus on engagement. She shared that they are making progress on the Strategic Initiatives and noted there was progress being made around corporate strategic partnerships. Governor Easley commented on the importance of advertising on social media and asked if CSU Global was doing anything on the TikTok platform, which was particularly creative and effective.

The Board adjourned for the day at 4:03 p.m.

**FRIDAY, DECEMBER 2, 2022**

Chair Jordan reconvened the Board meeting at 9:03 a.m.

**CSU-PUEBLO REPORTS****Student Report – Presented by Mikayla Lerch**

Governor Lerch reported on student engagement activities, including “Give Day” where \$3,195 in funds were raised. She then talked about the veteran’s food distribution event that reached nearly 800 veterans in the Pueblo community. Governor Lerch also discussed the annual Winter Wonderland events that included a tree-lighting, toy drive, and photos with Santa and other holiday fun. She also discussed participation in the Foundation Board retreat where student success, donor relations, and outreach to alumni were areas of focus.

**Faculty Report – Presented by MD Islam**

Governor MD Islam reported on the recent activities on campus including the establishment of the Southern Colorado Institute of Transportation Technology and the faculty perspective on the Provost Search. He then highlighted some of the recent grants awarded to CSU Pueblo and several special events held on campus. He also not that faculty are fatigued, overloaded, and undercompensated and mentioned that President Mottet was working hard to address the issues and encouraged the Board to support President Mottet as much as it could.

**President’s report – Presented by Tim Mottet**

President Mottet reported on the success of the CSU Pueblo men’s soccer team and the success of three women competing in the cross-country national finals in the coming days. He also highlighted the success of the university’s Cyber team. President Mottet noted that the first Gubernatorial debate was held on campus with over 600 people in attendance who all behaved well. He also discussed the first three home visits he had attended as part of the grassroots recruitment efforts.

**Vision 2028 Update**

Vision 2028 was approved and funded in August 2019, and the annual impact report is presented annually in December to show where the Board’s investments are going and the impact for the campus. President Mottet noted that 2018-2023 was Phase I and shared some of the successes they had achieved and the



related impacts of those investments on the campus and impact on the culture of the campus. He then noted they are now preparing to move into Phase II with a refined mission. He discussed the three “wildly important goals” that are the focus of activity: enhance appeal of campus; increase student success; and developing our people. He reviewed the strategy, alignment, and investments for Phase II and its five critical pivot points and how his administration planned to implement, including the new distribution of responsibilities among his leadership team.

## **ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

Governor Easley, Chair of the Academic and Student Affairs Committee, convened the committee at 10:00 a.m.

Chair Easley introduced Chief Academic Officer Roze Hentschell who presented the new degree programs for CSU Pueblo, which include: Associates of Arts (AA); Associate of General Studies (AGS); Undergraduate Certificates in: Construction Safety, Law and Management; Construction Project Manager; Construction Procurement; Surveying and Modeling; Nutritional Psychology; Colorado Studies; Geography; Basic Spanish for the Health Professions; and Advanced Spanish for the Health Professions.

CAO Hentschell then discussed the proposed changes to the CSU Faculty Manual, including Section E.2 – Types of Faculty Appointments, which clarifies the existing policies for contract, continuing, and adjunct faculty, as well as Section D.2.2 – University Policy Review Committee, which specifies the university officer responsible for convening the committee.

She then shared the Sabbatical request for CSU and CSU Pueblo and the process for the requests noting there were 80 requests from CSU and 13 from CSU Pueblo.

Also, CAO Hentschell presented the CSU Pueblo Academic Calendar for AY 23-24, 24-25, 25-26, which would be approved on the Consent Agenda and represented the new alignment with CSU Fort Collins’ academic calendar and the joint Banner project. She then asked the Provosts to present their enrollment reports for their respective campuses and Student success reports.

The Board paused for a break at 10:47 a.m.

## **ANNUAL RESEARCH REPORTS**

Chair Jordan introduced the annual research reports for CSU Fort Collins and CSU Pueblo.

CSU – VPR Alan Rudolph noted that CSU research expenditures reached record \$456.9 million last year, with \$1.18 B in total proposals, noting the unprecedented period of growth which was an increase of 46% in 10 years. He highlighted the sources of the awards noting that 76% were from diverse federal agencies with the remainder from non-profits, state government, industry, and other universities. He highlighted the extensive work and advances across campus and in the areas of infectious diseases, global food security, atmospheric science, systems engineering, One Health, health resiliency, and disease surveillance. VPR Rudolph highlighted a new interdisciplinary team programming effort, TUNE (Thematic Units of Excellence), which is a new institutional program that focuses attention on investment in themes that achieve recognition for scholarly and research excellence. He also highlighted enhanced core research facilities and high impact events coming in the future.

CSU Pueblo – Chad Kinney reported on new and notable research awards and programs, highlighting opportunities for experiential learning for students.

The Board paused for lunch at 11:55 a.m. and resumed at 12:27 p.m.



## **ANNUAL SAFETY/CLERY REPORTS**

General Counsel Johnson remarked on how campus safety is a priority for the Board, the CSUS, and the campuses. Annual safety reports are published by October 1<sup>st</sup> each year in accordance with federal requirements. He provided an historical overview of the Clery Act, and outlined the three primary requirements: policy disclosure to the campus, records retention and reporting, and campus alerts.

CSU Pueblo Deputy General Counsel Johnna Doyle provided an overview for the CSU Pueblo campus, noting they contract with the local sheriff's department as Pueblo does have its own campus police department. She noted the university's crime statistics were consistent with past years. She also noted they had engaged with Margolis Healy to review their processes and identify areas for improvement.

CSU Deputy General Counsel Jannine Mohr discussed campus safety at the Fort Collins campus. She then introduced new CSUPD Chief Jay Callaghan who shared his background and then discussed some of the changes and challenges in campus policing, as well as new protocols around particularly related to student mental health challenges. Chief Callaghan discussed new ways of policing, and improved training around community and campus policing. He also discussed the CSUPD's focus on being transparent and on preparation and preparedness.

General Counsel Johnson noted Margolis Healy would be visiting CSU, the CSU System offices and CSU Spur buildings to review processes and recommend areas for improvement. He also noted the Clery Act focuses on geography and physical campuses and, accordingly, there were no crime statistics or reports for CSU Global.

## **APPROVAL OF CONSENT AGENDA**

**Motion/Action to Approve Consent Agenda:** General Counsel Johnson presented the Consent Agenda to the Board of Governors for approval. Governor Easley moved for approval of the Consent agenda. Governor Baca seconded the Motion, and the Motion carried unanimously.

## **APPROVAL OF CONSENT AGENDA**

### Colorado State University System

Minutes of the September 26, 2022 Audit and Finance Committee

Minutes of the October 6-7, 2022 Board and Committee Meetings

CSU Presidential Search Advisory Committee meeting minutes

### Colorado State University

Faculty Manual Changes

Faculty Manual Section E.2 – Types of Faculty Appointments

Faculty Manual Section D.2.2 – University Policy Review Committee

### Colorado State University Pueblo

Associate Degrees:

Associates of Arts (AA)

Associate of General Studies (AGS)

CSU Pueblo Undergraduate Certificates:

Construction Safety, Law and Management

Construction Project Manager

Construction Procurement

Surveying and Modeling

Nutritional Psychology

Colorado Studies

Geography



## **EXECUTIVE SESSION**

**Motion/Action:** Governor Valdez moved for the Board to go into Executive Session of the Board of Governors for the reasons listed in the meeting notice. The Motion was seconded by Governor Martin and carried unanimously. General Counsel Johnson read the Board into Executive Session at 12:58 p.m. and noted the reasons for going into Executive Session under the Colorado Open Meetings Law, as stated in the meeting notice:

As stated in the public notice, the Board of Governors has moved to go into Executive Session under C.R.S. § 24-6-402 (3) (a) (II) and C.R.S. § 24-6-402 (3) (a) (VII) for matters concerning trade secrets, privileged information, and confidential commercial, financial data furnished by or obtained from any person, including confidential information pertaining to the CSU System Foundation, and to receive specific legal advice about the First Amendment and free speech, the Board's fiduciary duties with respect to retirement investment plans, as well as questions regarding the meeting topics referenced in this public notice and the meeting agenda, and to receive the Litigation Report from General Counsel related to pending and imminent litigation, as well as specific claims or grievances.

Following a Motion, second, and unanimous vote to leave Executive session, the Board reconvened in open session at 1:13 p.m.

The Board paused for a break at 1:13 p.m. and resumed at 1:22 p.m.

## **ACTION ITEMS FOLLOWING EXECUTIVE SESSION**

Chair Jordan reconvened in public session and introduced the remaining action items for the Board after Executive Session.

### **Appointment of Finalist for the Position as CSU President**

Chair Jordan asked Governor Valdez to introduce the motion to name the sole finalist for the position as President of Colorado State University in Fort Collins. Governor Valdez thanked the Search Advisory Committee and all the constituents for their input in the thorough process. He moved to name Amy Parsons as the finalist under consideration as the President of Colorado State University. The Motion was seconded by Governor Fischer and carried unanimously.

Chancellor Frank then noted that under Colorado law there is a fourteen (14) day waiting period before the Board can take formal action to appoint Ms. Parsons as the President. During the upcoming two weeks, there will be additional time for feedback and the communications team will be sharing additional information on the finalist. He explained there would be a special Board meeting in Fort Collins on December 16, 2022, where the Board will consider taking action to appoint Ms. Parsons as the President.

### **Approval of Retirement Plan Modification**

Chair Jordan asked for a motion to approve the modification to the CSU DCP, CSU's optional 403(b) Plan, and its SERP to establish a single record keeper, and delegating authority to make the single record keeper modification to those Plans.

**Motion/Action:** Governor Easley moved to approve those modifications. The Motion was seconded by Governor Kawanabe and carried unanimously. The Action Item is included in the Board materials.



With no further business the Board adjourned at 1:31 p.m.



**THE BOARD OF GOVERNORS  
OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
SPECIAL MEETING  
December 16, 2022  
Translational Medicine Institute  
Colorado State University  
2350 Gillette Dr, Fort Collins, CO 80523**

**FRIDAY, DECEMBER 16, 2022**

**ROLL**

**Governors present:** Kim Jordan, Chair; Armando Valdez, Vice Chair; Russell DeSalvo, Treasurer (by Zoom); Nate Easley, Secretary (by Zoom); Polly Baca; John Fischer; Kenzo Kawanabe (by Zoom); Betsy Markey; Louis Martin (by Zoom); Dr. Andrew Norton, CSU Faculty Representative; Rob Long, CSU Student Representative.

**Administrators present:** Tony Frank, Chancellor, CSU System; Jason Johnson, General Counsel, CSU System; Henry Sobanet, Senior Vice Chancellor and CFO, CSU System; Susy Serrano, Director of Internal Auditing, CSU System; Tim Mottet, President, CSU Pueblo (by Zoom); Pamela Toney, President, CSU Global (by Zoom); Becky Takeda Tinker, CEIO, CSU System (by Zoom)

**CSU System Staff present:** Melanie Geary, Board Liaison (Zoom); Adam Fedrid, IT Manager; Wayne Hall, IT Manager; Allen Sneesby, Audio Visual Manager.

**Guests present:** Tiana Kennedy, AVC, CSU System; Cara Neth, Exec. Communications, CSU System; Kelly Lyell, The Coloradoan; Greg Harrison, AVP, MarComm; Jeff Dodge, MarComm; Nik Olsen, MarComm; Kimberly Stern, MarComm; Ashley Schroeder, MarComm; Stacy Grant, CSU System; Mike Hooker, MarComm; Tom Grandinato, TMI; Ben Ward, MarComm; Jannine Mohr, OGC; Nancy Deller, MarComm; Jan Nerger, Interim Provost; Kate Siegel Shimko; Hart Van Denburg, Colorado Public Radio; Rico Munn, Aurora Public Schools

**CALL TO ORDER**

Chair Jordan called the Board meeting to order at 1:30 p.m. and welcomed everyone. She explained that the Board has one primary agenda item for the day, which is to consider the hiring of Amy Parsons as the 16<sup>th</sup> President of Colorado State University. Chair Jordan noted that this meeting is the culmination of a detailed and thorough search process, and that it was fair to say, based on what was heard from the campus community over the past two weeks, that there are some misunderstandings around the process that was followed, and this has led to concerns. She asked Armando Valdez as chair of the Search Advisory Committee to review the process for everyone.

**PRESIDENTIAL SEARCH ADVISORY COMMITTEE REPORT** - Armando Valdez,  
Search Chair and Chair of the Evaluation Committee



Mr. Valdez explained how the process began when the Board passed a resolution in June 2022 authorizing the selection of a search firm and the seating of a Presidential Search Advisory Committee. A group reviewed six responses to an RFP that was issued for a search firm. They interviewed three firms and ultimately selected Parker Executive Search.

Parker advised that if the Board wanted to attract sitting university presidents into our candidate pool – if we wanted the strongest possible candidate pool – we should follow a common procedure for presidential searches, which is referred to as a confidential search.

Mr. Valdez paused to underscore that developing the deepest and strongest candidate pool is what drove the Board's choices for this process. He emphasized that the Board recognizes that this Presidential search is different from how other searches are typically conducted on the campus, where a department might bring in three or four candidates and hold open forums. Presidential searches are different, the publicity surrounding these searches is different, and universities have gone to a confidential search model because it is absolutely the best way to guarantee a strong pool. CSU is not in any way an outlier on this – it is a standard and common way to conduct a presidential search in the higher education marketplace.

He noted that the downside of a confidential search, of course, is that we rely on constituent representatives rather than a public interview of candidates. This creates the need for a very inclusive search committee, as well as listening sessions on the front end of the process to assure that the search committee is informed on what various constituencies are looking for in the next president.

Recommendations were made to Mr. Valdez and Board Chair Jordan by the Chancellor. They, under the authority of the Board's resolution, asked the Chancellor to issue invitations and form the search committee. Additional suggestions were made following the announcement of the initial committee, and we responded to those, thus expanding the search committee to a final size of 31 members. There were seven faculty members on the committee representing the colleges of natural sciences, natural resources, agricultural sciences, engineering, veterinary medicine, liberal arts, and the libraries. This included two university distinguished professors and a university distinguished teaching scholar, and a non-tenure track faculty member. There were five students, including both graduate and undergraduate students and the student body president. There were five appointed members of the Board of Governors, who represent the people of Colorado. There were three administrative professional representatives and two representatives of the classified staff. Two members were appointed to represent the senior administration, from the college of health and human sciences and the engagement division. Two members were chosen to represent the university's donor community, along with two members to represent alumni, two representing agriculture, and one to represent the Fort Collins community.

Mr. Valdez noted that people obviously fit into multiple categories of representation. In total, the search advisory committee included eight alumni, five donors, two Fort Collins residents not employed by CSU, five members with connections to agriculture, and three members with connections to athletics. The committee was essentially half male and half female, and eleven members were from communities of color. There was representation spanning religions,



ethnicities, gender identity, and the disability community. Every CSU college was represented in some manner, as was administration, faculty (all types), staff (all types), students (all types), alumni, and the state of Colorado more broadly. Mr. Valdez noted the search advisory committee represented the State, community, and university.

Mr. Valdez explained that all search committee members were asked to sign a statement of confidentiality, which is routine in confidential presidential searches and is part of the process of assuring that sitting presidents feel comfortable participating in a search knowing that their participation will remain confidential. He noted that the agreement says that committee members will not reveal the names of applicants and will follow Colorado law protecting confidentiality.

Mr. Valdez noted there was a survey soliciting input on what was desired in the next president. The survey was developed and sent out to all faculty, staff, students, as well as alumni, donors, and elected officials. We received 5,225 responses to the survey, and that information was provided to the search advisory committee.

Mr. Valdez talked about the many listening session of the search advisory committee and noted that some people were not attending the listening sessions, so additional listening sessions were added in person at a location convenient to those constituency groups, as well as virtual listening sessions. The listening and gathering phase of the search ended prior to September, and a thematic analysis of the survey results and listening sessions was prepared and shared with the Committee and community. The search advisory committee took the information from the listening sessions and discussed and developed the position description and how best to gather additional feedback.

By the end of October, 54 completed applications had been received, and from this group the committee, and Mr. Valdez, stressed, the committee alone - without additional input from the Chancellor or the rest of the Board - recommended twelve candidates to be interviewed by the search advisory committee itself. This diverse group included three current or former university presidents, two college Deans, three university Vice Presidents, one university Provost, and three non-traditional candidates

The questions for those interviews were developed from the stakeholder feedback. When the twelve candidates were discussed after the interviews every committee member had a chance to state their candidate preference. The committee then agreed upon and recommended candidates to send forward for the Board's consideration, which did not weigh the input of any committee member over any other. The search advisory committee arrived at a consensus around three very qualified candidates, each of whom the committee believed could excel as President. There was a natural separation between the top three and the remaining nine, and even between the top three and the alternate, which was identified if one of the three elected not to be interviewed by Evaluation Committee of the Board of Governors. The Search Advisory Committee recommended those qualified candidates to be interviewed by the Evaluation Committee of the Board and fulfilled its duties.



These three candidates were interviewed by the Evaluation Committee of the Board. Also, much additional due diligence, including background checks and reference checks, were conducted by Parker Executive Search. They were all extremely accomplished and talented candidates.

Following these interviews and considering all background materials in light of the position description established by the search advisory committee, at the regular December Board of Governor's meeting, the Board voted and named Amy Parsons as the sole finalist as provided for in State statute. The intention of naming a single finalist, as opposed to a group of finalists, was anticipated from the very beginning of this process, and was described widely last summer. Mr. Valdez noted again that the purpose of this approach was to establish confidentiality that assures the strongest candidate pool.

He noted the applicable statute also requires a 14-day waiting period after the naming a finalist, and the Board is now at the conclusion of that statutory waiting period.

Mr. Valdez thanked Parker Executive Search noting that they were an excellent professional group to work with and assist with the search process.

#### **BOARD CHAIR'S AGENDA – Kim Jordan**

Chair Jordan recognized and thanked Governor Valdez for his search chair leadership on top of his full-time jobs and other Board duties. She noted that during the 14-day waiting period, the Board received additional input, both via direct input to the Board and via a survey conducted by the CSU's Faculty Council. She thanked the Faculty Council for their efforts in soliciting additional input for the Board to consider. Chair Jordan also thanked Dr. Andrew Norton and the Faculty Council for soliciting this additional input and synthesizing the input thematically for the Board. She then entertained a motion to go into executive session of the Evaluation Committee to obtain additional confidential input and to receive advice from our General Counsel.

**MOTION/ACTION:** Chair Jordan asked for a Motion to convene in Executive Session of the Evaluation Committee. Governor Baca made a Motion to move into Executive session of the Evaluation Committee. The Motion was seconded by Governor Long, and was unanimously approved. General Counsel Johnson read the Evaluation Committee of the Board of Governors into Executive Session at 1:53 p.m. noting the reasons for going into Executive Session under Colorado law:

As stated in the public notice, the Evaluation Committee of the Board of Governors of the Colorado State University System has moved to go into Executive Session to receive, review, and discuss confidential information regarding the appointment of the position as the next President of Colorado State University, to discuss the Board's evaluation of professional staff, and to receive legal advice about the search process and related employment matters, which are confidential pursuant to C.R.S. § 24-6-402(3)(a)(II), 3(a)(III), (3)(b)(I), (3)(d), and (3.5).



Following a Motion, second, and unanimous vote to leave Executive Session of the Evaluation Committee, the Board reconvened in open session at 2:42 p.m.

### **ACTION TO CONSIDER CSU PRESIDENT APPOINTMENT**

Chair Jordan reconvened the meeting back in open session at 2:44 p.m. The Board had gone into Executive Session of the Evaluation Committee for the reasons stated in the public notice and she noted the Board had met with representatives of several constituency groups, including Andrew Norton, CSU faculty, Rob Long CSU student body President, Kristi Bohlender, Alumni director, and Kathay Rennels, statewide Extension and Engagement, as well as Interim President Miranda on behalf of CSU Classified and Administrative Professionals, and the named finalist in Executive Session.

Chair Jordan discussed the tremendous volume of input throughout the entire process, beginning with a survey of every student and employee along with members of the community outside CSU. Since the announcement of the sole finalist two weeks ago, input had continued to the Board, both directly and via the survey from Faculty Council that solicited input from the entire CSU campus. Chair Jordan noted how the Board paid close attention to and considered this input. She noted it was factual to describe that the input received includes both support for and concerns about the sole finalist. Support seems rather strong outside the campus, and within the campus support is weakest within the faculty. She explained that this is of great concern to the Board as they understand that foundational role the faculty plays at a research university. Beyond the notions of shared governance, it is not too strong to say that the university exists to put students and faculty members together in environments that foster discovery, creativity, learning, and the unlocking of human potential. The fact the faculty is deeply concerned causes the Board to be deeply concerned and the Board is digesting the concerns, and Chair Jordan went on to discuss them.

Many of the concerns focus on misunderstandings around, or legitimate disagreements with, the search process that was followed. The search process that was used yielded a solid pool of amazingly qualified candidates and the search advisory committee recommended three to be interviewed by the Board. The Board interviewed and carefully reviewed those candidates. At every step of the process, there was broad and strong consensus to move Ms. Parsons forward.

There were also clearly articulated concerns related to the fact that Ms. Parsons had not been a faculty member, and thus had not engaged in regular teaching and was not experienced in the conduct of scholarly research. The Board considered this aspect of Ms. Parsons' candidacy carefully as well, and they discussed the viability of "non-traditional" candidates at the launch of the search and received feedback on this from the entire community at the beginning of the search process. She noted the Board felt that Ms. Parsons understands the central nature of teaching and research at a university; that she clearly demonstrates the understanding that the interactions of students and faculty are why the university exists; and that the tripartite mission of teaching, research, and service must be at the forefront of all university decisions. Ms. Parsons' self-awareness of this limitation drives what the Board sees as a strong commitment to building an executive leadership team with the highest quality Provost.



Concerns about Ms. Parsons' commitment to diversity, equity, inclusion, and justice were raised by some through the Faculty Council survey. The search advisory committee and the Board explored the commitment of each candidate in this important area. She explained that the Board heard and believes they understand the basis of such concerns at this moment in time, and they have no doubt that Ms. Parsons understands these issues and that she is committed to continuing progress in this area and will work tirelessly to make Colorado State a place where everyone is seen, heard, and belongs.

Finally, another series of concerns that have been expressed relate to the perception that Ms. Parsons was hand-picked by the Chancellor based on their previous work together. Chair Jordan clarified for the record that Ms. Parsons was nominated by numerous individuals. Chancellor Frank did not ask her to apply. Chancellor Frank had no role in the deliberations of the search advisory committee, and he did not participate in the Evaluation Committee's interview of the three candidates forwarded by the search advisory committee. Chancellor Frank advised the Board on what he saw as the strengths and weaknesses of the candidates and on the qualities he believes are to look for in the next president. He neither voted nor advised any member of the Evaluation Committee on how to vote.

Chair Jordan noted the Board is charged with the statutory responsibility of selecting the president. The Board takes this responsibility extremely seriously and we understand that our responsibility as stewards of an institution founded in 1870 is to leave the university strong and healthy for future generations of Coloradans. The selection of a president is a critical piece of assuring that future. The Board utilized professional assistance and followed national best practices and were forwarded an extremely talented slate of qualified candidates from a diverse and representative search advisory committee. The Board then carefully evaluated those candidates and the voting members of the Board named Ms. Parsons as our clear choice for sole finalist. We have received and carefully considered and reflected upon feedback to the Board regarding the sole finalist.

Chair Jordan then opened the floor for Board discussion and asked each member of the Evaluation Committee to share their thoughts on the process, sole finalist, and any input received.

*Governor Valdez.* Governor Valdez noted that he had the privilege of being part of the entire search process from the very beginning. He noted the search process was thorough – through the survey results, listening sessions, the assembly of the search committee, reviewing all the candidates, and sending forth a qualified set of candidates to the Evaluation Committee – and commented that he also received feedback from the advisory committee members on how equitable and respectful the search process was and on the quality of the candidates. It's tough to find a perfect person who can meet all the aspects the community views as important. Governor Valdez stated he is passionate about the alumni constituency group and rural agricultural constituency. In looking for a dynamic person who can serve all those groups, mentioned that Amy Parsons is a dynamic leader who is going to be able to provide the visionary leadership we need at our flagship university.



*Governor Baca.* Governor Baca stated that she, too, is extremely proud of being able to serve on the search advisory committee and that she is absolutely delighted with the process. She is also a proud alumna of Colorado State University; this university that was so important in my life. Governor Baca described how she is very interested in whomever we might select as president. From the beginning, she wanted someone who understood the culture of CSU and the Southwestern United States. Governor Baca said she was incredibly impressed with Ms. Parsons. She was impressed with her background and love for this university, but also with her ability to listen and accept and integrate differing opinions. Governor Baca acknowledged that whomever the Board selects would have those who are happy and excited and those who are not excited about the candidate. Governor Baca believes Ms. Parsons is the kind of person who can accept and embrace that and move forward. She is excited about the possibilities.

*Governor Martin.* As an Ag representative on the Board, Governor Martin has participated and worked in the Land Grant system for over twenty years and in agriculture for more than 40 years. He has reached out to his colleagues and is very excited about Amy Parsons as the next President.

*Governor Kawanabe.* As a 4<sup>th</sup> generation Coloradan, Governor Kawanabe offered special thanks to the search advisory committee and to everyone involved in the process. He stated Ms. Parsons is a leader and has the humility to know she can always do better. We have a world-class campus and university in a world-class state. Governor Kawanabe believes in the search process and in our finalist and would vote with a “yes.”

*Governor DeSalvo.* Governor DeSalvo thanked Governor Valdez for leading the search effort. He has extreme confidence in his leadership. Governor DeSalvo stated that he knows Amy and believes she will do an extremely good job and he support her 100%.

*Governor Easley.* As an alum of CSU, husband of a CSU graduate, brother of two CSU graduates, and father of two CSU graduates, Governor Easley has a long tradition at CSU – and he grew up in Denver and can say something about DEI. He is very confident about Amy Parsons’ ability to lead and her commitment to diversity, equity, inclusion. Governor Easley was on the Board of Denver Public Schools when there was a non-traditional superintendent selected, Tom Boasburg. In the 10 years he was superintendent of DPS, grad rates went up to 71% and it was the fastest growing district in the state, and the largest, and parents got a lot more choice. He shared that story because DPS is a better district because of his leadership. He understands the concern about not having a teaching background, but DPS was a much better district because of his leadership, and Governor Easley sees Amy having that kind of leadership as well. He thinks she’ll be an outstanding President and expects her to be around for a very long time.

*Governor Markey.* Governor Markey was also honored to be part of the 31-member search advisory committee and saw firsthand how students, alumni, and staff all came together to consider and rate the merits of many outstanding candidates. She thinks the process went very well, we came to a consensus around three excellent candidates, and came out feeling very good about all of them. Governor Markey wholeheartedly supports Amy Parsons for CSU President. Governor Markey also mentioned that women in the public eye face greater scrutiny and what stood out for her were Amy’s innovative ideas, and most importantly, Amy’s clear passion and



love for the institution. Governor Markey is confident Amy is the right leader to fulfill our mission as a land-grant institution while addressing increasing challenges facing the University.

*Governor Fischer.* Governor Fischer noted there is unequivocal support for Ms. Parsons, and she will be an excellent leader. He also commented that right up to the date the Board made the selection of a finalist, it was a very fluid field and that would not have been the case if it had been a *fait accompli*, as some have suggested. Governor Fischer wanted to put an explanation point on the legitimacy of the process and extend gratitude to Governor Valdez.

*Chancellor Frank.* Chancellor Frank explained he recently had the opportunity to speak to the Aspen Institute's new presidential cohort about longevity in the presidency, and he shared that it is fair to say that longevity does not occur without success. Thus, he stated there are eight qualities that are particularly important to successful presidents, and without any of them, the risk of an unsuccessful presidency – and hence a difficult period for the university – rises. In no particular order, Chancellor Frank shared these eight qualities are: (1) a passion for the university and its role and mission; (2) exceptional communication skills; (3) the ability to build and lead a diverse executive team; (4) the ability to make decisions in the face of complexity and controversy after listening to all the available information; (5) a high Emotional Quotient and an unshakeable commitment to making the university a welcoming home for everyone; (6) the ability to self-critique and learn from mistakes (because every president will make them); (7) stamina and energy; and (8) resilience.

Chancellor Frank commented that the search firm and search advisory committee did a wonderful job. From what he saw, the twelve candidates the search advisory committee interviewed showed evidence of these qualities, and the three candidates who were forwarded from the search advisory committee to the Board and were interviewed by the Evaluation Committee all displayed these – albeit in different ways and with different strengths.

He said no human being, by definition, is perfect. And any person, no matter how skilled, will be challenged by aspects of these roles. Each candidate brings strengths and weaknesses to the table, and Chancellor Frank advised on those as he saw them in the candidates, but the successful candidate will utilize those strengths, recognize their weaknesses, and surround themselves with people who will help shoulder that load.

He shared his opinion that Amy Parsons has these eight qualities. Chancellor Frank has worked closely with her and said she will gather input, she can make difficult decisions, she will communicate the 'why' behind those decisions, she is extremely hard-working and always striving to improve, and she has overcome barriers in the past. Noting that most importantly, Ms. Parsons cares deeply about CSU and its role and mission, she is self-aware of her strengths and weaknesses, and she will build an exceptional team to help guide CSU. He shared his belief that she will serve Colorado State University very well as its 16<sup>th</sup> president.

*Chair Jordan.* Chair Jordan expressed she is an enthusiastic supporter of Amy Parsons. The first time she met her they spoke about lifelong learning – important for a university president to encourage and model that for others. When asked about the public and faculty comments from the past weeks, what struck Chair Jordan was Amy's grace that people made a lot of really good



points, that there were things to consider in what was said, and her openness to criticism was remarkable. Chair Jordan was also impressed with Ms. Parsons' commitment to DEI, making everyone at CSU feel like they're seen and belong, helping people understand there are things that need to be worked on, and that Amy is there to do that work. Chair Jordan advised she is fully behind the idea of Amy Parsons being the 16<sup>th</sup> president of CSU.

### **APPOINTMENT OF THE 16<sup>th</sup> PRESIDENT OF CSU**

**Motion/Action:** General Counsel Johnson read the following Motion concerning the appointment of the next President of Colorado State University:

Under C.R.S. § 23-30-116 and in accordance with Board Policy 105, it is hereby MOVED that the Board of Governors of the Colorado State University System approve the appointment of Amy Parsons, J.D. to the position of President of Colorado State University, effective February 1, 2023.

The Board FURTHER MOVES and directs the Chancellor to negotiate the terms and conditions of Amy Parsons' employment as President of Colorado State University, in consultation with the Board Chair and General Counsel, and the Chancellor is hereby authorized to execute an Employment Agreement with Ms. Parsons pursuant to C.R.S. § 24-19-104, with an effective date of February 1, 2023.

Governor Valdez Moved to approve that Motion. Governor Baca seconded the Motion, Chair Jordan called for any discussion and called for an individual vote of each Board member. The Motion carried unanimously.

### **ACCEPTANCE OF THE POSITION AS 16<sup>th</sup> PRESIDENT OF CSU**

Following the Motion, Chair Jordan asked Ms. Parsons to share comments about her appointment as the next CSU President. Ms. Parsons explained she was humbled and honored to accept the responsibility of becoming the 16<sup>th</sup> president of Colorado State University. She thanked Chair Jordan, Governor Valdez, and all the members of the Board of Governors for the enormous trust they are investing in her.

Ms. Parsons also thanked the faculty, staff, and students who engaged in this process, including all those who participated in the Faculty Council survey. She understands and respects all of the concerns expressed, and she takes them seriously. This is, in many ways, the best part of the University – the freedom to disagree, to criticize, to debate how best to fulfill the mission of the university and to advance the academic enterprise. Ms. Parsons share that she is, after all, a student and will always be a student. She is far from perfect, and she has made mistakes over the course of her career. Ms. Parsons is grateful to the CSU community, where she has spent the majority of her working life in various roles, for the opportunities she has had to learn, to grow, at times to fail, and at times to succeed. It is this type of environment, with learning at its foundation, that Ms. Parsons hopes to build and sustain for all members of our campus community, in partnership with all of you. Ms. Parsons explained this is part of her commitment to all of you today. She does not enter this role with the idea that she deserves your trust and confidence, but she wanted to explain that she intends to earn them.



Ms. Parsons described the enormous opportunities ahead as an institution, and that she will be working with the leadership team across campus to:

- Continue to make CSU the university of choice in Colorado and a national leader in delivering on the mission and purpose of the research university;
- Make progress in ensuring our student population reflects the community we serve and eliminate gaps and barriers in student success – with an emphasis on a campus that is welcoming, inclusive, and accessible;
- Make strides in faculty support, recruitment, and retention with a focus on competitive compensation and the quality of working life;
- Become one of the best places to work for all employees, again with a focus on competitive compensation and the quality of working life;
- Set the standard as the modern Land Grant University in the country with our deep commitment to access, excellence in academics and research, and innovative programming at places such as CSU SPUR and Todos Santos;
- In the longer term, she believes it is time for a renaissance of the land grant mission in the United States – the notion of access to excellence both for students coming to the university and for CSU’s knowledge and expertise to flow out to the communities who can benefit from it the most, and with deep engagement with diverse communities around the state.

Ms. Parsons shared she will be doing a lot of listening in her first months on the job and she will be working with the campus community to move forward the excellent work that is already in progress around the strategic plan, academic master plan, and more. She mentioned there are also some positions to fill. Ms. Parsons looks forward to doing this important work together and, together, leading CSU into a new era of achievement and excellence. This university deserves our very best, and she promised to give her very best.

With no further business the meeting adjourned at 3:22 p.m.



Board of Governors of the Colorado State University System  
Meeting Date: February 2-3, 2022  
Consent Item

## **MATTERS FOR ACTION:**

Approval of revisions to the Colorado State University Pueblo's Administrative Professional Employee Handbook

## **RECOMMENDED ACTION:**

MOVED, that the Board of Governors of the Colorado State University System hereby approve the revisions to the Colorado State University Pueblo's Administrative Professional Employee Handbook

## **EXPLANATION:**

Presented by Timothy Mottet President, CSU Pueblo.

The CSU-Pueblo Administrative Professional Employee Handbook was first approved by the Board of Governors in 2007. The Administrative Professional Council reviewed the handbook for any updates or changes needed since the last review in 2017. Included are the following updates and changes:

### Administrative Changes

- Removed the hyphen in the name of the University.
- Aligned the practice to the written bylaws
  - Meeting structure
  - Officer Duties
  - Delineating the difference between the council and the executive committee
  - Updated name of committees
  - Updated the title of the counsel's office
  - Removed references to reporting areas since we don't follow this

### Substantive Changes

- Changed the election timeline to allow for a run-off election if necessary
- Changed the terms for offices so that all officers are two-year terms and a maximum of two terms, Parliamentarian is a 3-term limit, without a break of a term for that office. At-Large are still 1-year terms with a maximum of 4 terms.
  - Chair and Vice Chair elected in even numbered academic terms
  - Secretary, Treasurer and Parliamentarian on odd numbered academic terms
- Made Robert's Rules of Order current edition as the parliamentary authority unless superseded by Constitution, Bylaws or Standing Rules



- Require a review of bylaws in even academic years
- Established standing committees of the APC

\_\_\_\_\_  
Approved

\_\_\_\_\_  
Denied

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

\_\_\_\_\_  
Date



MATTERS FOR ACTION:

CSU-Fort Collins Graduate Certificates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the following Graduate Certificates:

Graduate Certificate in International Security

Graduate Certificate in Sustainable Business

Graduate Certificate in Tailings Engineering

EXPLANATION:

Presented by Janice Nerger, Interim Provost and Vice President for Academic Affairs

To qualify for Title IV funding, graduate certificates awarded by Colorado State University must demonstrate approval by the Board of Governors, the Colorado Department of Higher Education, and the Higher Learning Commission. The certificates listed here for which we are seeking approval have received approval from the University Curriculum Committee and the Faculty Council.



**Graduate Certificate in International Security – 12 credits**

College: Liberal Arts

Department/Unit: Political Science

Academic Level: Graduate

Program Type: Certificate

CIP Code: 45.0902

Program Code: INSF-DD-CT

Program available to students: Fall 2023

Offered as: Online/DCE

Offered by: Main Campus

**Program Description:**

The world is plagued by violence and insecurity. The courses included as part of the Graduate Certificate in International Security encourage students to explore how, when, and why violence is used for political purposes on the world stage. Topics will range from traditional security issues such as interstate war and the use of nuclear weapons to non-traditional (emerging) threats such as terrorism, cyber security, and infectious disease. Each course will include an emphasis on research or research design, with a view to training students to become competent analysts of international security topics.

**Program Requirements:**

Course List		
Code	Title	Credits
<a href="#">POLS 531</a>	International Security Studies	3
<i>Select a minimum of 9 credits from the following:</i>		9
<a href="#">POLS 533</a>	Advanced Topics in US Foreign Policy	
<a href="#">POLS 534</a>	International Environmental Security	
<a href="#">POLS 535</a>	Emerging Threats in International Security	
<a href="#">PPA 540</a>	International Policy Toolkit	
<a href="#">PPA 542</a>	Policy Accountability--Non-Democratic Regimes	
<a href="#">PPA 544</a>	Ethics and Efficacy--Global Policymaking	
Program Total Credits:		12



**Graduate Certificate in Sustainable Business – 10 credits**

College: Business

Department/Unit: College of Business

Academic Level: Graduate

Program Type: Certificate

CIP Code: 52.0299

Program Code: SSBF-DD-CT

Program available to students: Fall 2023

Offered as: Online/DCE

Offered by: Main Campus

**Program Description:**

The Graduate Certificate in Sustainable Business will enable students to develop competencies in sustainable business management approaches and strategies. In today's workforce, social and sustainable business expertise is a required competency for nearly all roles and the availability of sustainability jobs is growing rapidly. Most large companies now produce sustainability reports and measure, manage and report on environmental, social, and governance (ESG) goals. Firms of all sizes are recognizing their role in shaping a more just society and sustainable environment.

As a result of this certificate, students will develop knowledge regarding emerging trends in green business, understand the role of business in addressing sustainability and social issues, and be able to integrate economic, social, and environmental goals into their work or business strategy.

This program is compatible with the College of Business Online MBA degree requirements allowing students to complete the certificate as part of their MBA degree.

**Program Requirements:**

Course List		
Code	Title	Credits
Select a minimum of 10 credits from the following:		10
<a href="#">BUS 634</a>	Sustainable Venturing and New Energy Economy	
<a href="#">BUS 638</a>	Sustainability Ethics and Business Practice	
<a href="#">BUS 639</a>	Corp. Social and Sustainable Responsibility	
<a href="#">BUS 662</a>	International Business	
<a href="#">ESS 543/ATS 543</a>	Global Climate Change	
<a href="#">FIN 667</a>	Environmental, Social, Governance Investing	
Program Total Credits:		10



**Graduate Certificate in Tailings Engineering – 12 credits**

College: Walter Scott, Jr. College of Engineering

Department/Unit: Civil and Environmental Engineering

Academic Level: Graduate

Program Type: Certificate

CIP Code: 14.2101

Program Code: TENF-CT

Program available to students: Fall 2023

Offered as: Main Campus Face-to-Face

Offered by: Main Campus

**Program Description:**

This certificate will give students an introduction to tailings and mine waste concepts and practices with this four-course series that instills key core competencies and skills needed to practice as a tailings engineer. Students learn how, and why, to apply aspects of tailings engineering. This certificate program prepares engineers or other professionals in the geotechnical and geoenvironmental engineering needed to practice the environmental stewardship of mine waste from planning through implementation to post closure.

**Program Requirements:**

Course List		
Code	Title	Credits
<a href="#">CIVE 555</a>	Mining Geotechnics	3
Select 3 courses from the following:		9
<a href="#">CIVE 556</a>	Slope Stability, Seepage, and Earth Dams	
<a href="#">CIVE 558</a>	Containment Systems for Waste Disposal	
<a href="#">CIVE 559</a>	Special Topics in Geotechnical Engineering	
<a href="#">CIVE 655</a>	Advanced Soil Mechanics	
<a href="#">CIVE 659</a>	Advanced Topics in Geo-Engineering	
Program Total Credits:		12



# Section 12

*Real Estate and Facilities  
Committee*



**BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA  
February 3, 2023**

**Committee Chair:** Kenzo Kawanabe (Chair), Nate Easley (Vice Chair)

**Assigned Staff:** Jason Johnson, General Counsel, Ajay Menon, CSU Research Foundation

**EXECUTIVE SESSION**

**OPEN SESSION**

- |  |                             |
|--|-----------------------------|
| <p>1. Program Plan for CSU District Energy Combined Heating and Cooling Conversion</p>                           | <p>Action Item (10 min)</p> |
| <p>2. Relocation of CSU Pueblo Extended Studies Programs<br/>In Colorado Springs to Pikes Peak State College</p> | <p>Action Item (10 min)</p> |



**Board of Governors of the  
Colorado State University System  
Meeting Date: Feb 2-3, 2023  
Action Item**

**MATTER FOR ACTION:**

Approval of the Colorado State University Program Plan for the District Energy Combined Heating and Cooling Conversion.

**RECOMMENDED ACTION:**

MOVED, that the Board of Governors of the Colorado State University System approves the Program Plan for the District Energy Combined Heating and Cooling Conversion.

**EXPLANATION:**

Presented by Brendan Hanlon, Vice President for University Operations.

Colorado State University is requesting approval of the program plan for the District Energy Combined Heating and Cooling Conversion. The University has arrived at a decision point where investments in the district energy systems for main campus will carry us decades into the future. A combination of equipment reaching end of life (boilers and distribution system steam and condensate piping), climate action goals, air quality regulations and improvements in alternate technology means that the time to decide about the future of the district energy system is now.

A new direction in main campus District Energy delivery is essential to address:

- Life cycle costs
- Front Range air quality deterioration, specifically, the Front Range was recently downgraded from “serious” nonattainment for ozone to “severe”.
- New statewide benchmarking and building performance legislation
- Existing district energy infrastructure that has reached end of life.
- CSU Commitment to Carbon Neutrality by 2040
- University and local utility commitment to 100% renewable electricity by 2030

Facilities staff secured a consultant and conducted an analysis of the district energy system during FY22. After extensive analysis, the recommended district energy system moving forward is a combined heating and cooling system (CHC). The system consists of a hot and chilled water distribution system served by heat recovery chillers (HRC) that is backed up/supplemented by new ultra-low NOx natural gas boilers.

**District Energy Combined Heating and Cooling Conversion**



**Board of Governors of the  
Colorado State University System  
Meeting Date: Feb 2-3, 2023  
Action Item**

The entire project is anticipated to take ten years to accomplish, and this program plan addresses the first five years of the conversion process. Construction will include new supply and return lines as well as a pumping facility to provide hot water. At the end of the first 5 years the university will have addressed immediate operational concerns, including air quality restrictions and replacement of central heating equipment at end of life.

The estimated budget range for the first 5 years of the project is \$56.8-\$62.0M (in 2024 dollars). Funding is anticipated to be from university bonds. The current budget range assumes design in 2023 and bids in 2024. A more detailed project description can be found in the attached Summary of the Program Plan, and the full program plan is posted at [www.facilities.colostate.edu](http://www.facilities.colostate.edu).



**Board of Governors of the  
Colorado State University System  
Meeting Date: Feb 2-3, 2023  
Action Item**

**SUMMARY OF PROGRAM PLAN FOR THE DISTRICT ENERGY COMBINED HEATING  
AND COOLING CONVERSION**

The main campus district heating concept is nearly as old as the campus itself. The existing plant building and first district coal fired boilers were installed at the beginning of the last century (1915). In the 1960s, the plant was “modernized” and new boilers were installed to burn natural gas. The district cooling system construction began in 2000, out of the need to phase out old refrigerants in chiller equipment scattered across Main Campus. The last major renovation to the district heating plant was in 1983, when Boiler #1 was installed and the building expanded. Boilers 2 and 3 are now at end of life (>60 years old), and miles of steam and condensate piping are aging and will need significant refurbishment/replacement.

The University has arrived at a decision point where investments in the district energy systems will carry us decades into the future. A combination of equipment reaching end of life (boilers and distribution system steam and condensate piping), climate action goals, air quality regulations and improvements in alternate technology means that the time to decide about the future of the district energy system is now.

A new direction in District Energy delivery is essential to address:

- CSU Commitment to Carbon Neutrality by 2040
- University and local utility commitment to 100% renewable electricity by 2030
- New statewide benchmarking and building performance legislation
- Front Range air quality deterioration, specifically, the Front Range was recently downgraded from “serious” nonattainment for ozone to “severe”.
- Existing district energy infrastructure that has reached end of life.
- Life cycle costs.

Facilities staff investigated what other universities were doing, researched new technology options, and kept abreast of the ever-changing regulatory environment. To get a more detailed picture, staff secured a consultant and conducted an analysis of the district energy system during FY22. After extensive analysis, the recommended main campus district energy system moving forward is a combined heating and cooling system (CHC). The system consists of a hot and chilled water distribution system served by heat recovery chillers (HRC) that is backed up/supplemented by new ultra-low NOx natural gas boilers.

A 60-year Life Cycle Analysis showed expected savings of \$160M (2020 dollars) over continued repair and replacement of the existing system (Business as Usual). While this is the lowest life cycle cost, it does require significant capital investments in the next decade.

**District Energy Combined Heating and Cooling Conversion**



**Board of Governors of the  
Colorado State University System  
Meeting Date: Feb 2-3, 2023  
Action Item**

**Implementation Timeline District Energy Master Plan:**

- 10-year effort
  - First 5 Years
    - Heating Plant Sustainability Upgrade (State Capital Funding Request) - \$22M
    - Hot Water Distribution Phase 1
    - Hot Water Distribution Phase 2
  - Second 5 Years—no cost estimate at this time
    - Hot Water Distribution Phase 3
    - Hot Water Distribution Phase 4
    - Chill Plant #1 Replacement and Thermal Energy Storage

This program plan addresses the first five years of the conversion process. Construction will include new hot water supply and return lines as well as a pumping facility to provide hot water. At the end of the first 5 years the university will have addressed immediate operational concerns, including air quality restrictions and replacement of central heating equipment at end of life. At the end of the second 5 years Main Campus east of Meridian will have a fully functional combined heating and cooling utility that will significantly support all the goals listed above.

The estimated project budget for the first five-year period is \$56.8M-\$62.0M (in 2024 dollars), funded by University resources. This is in addition to the funding currently being requested from the State Capital Construction fund to replace boilers.

Once necessary approvals and funding are in place it is estimated that this phase of the project will take approximately 5 years to complete. The current budget range assumes design in 2023 and bids in 2024.

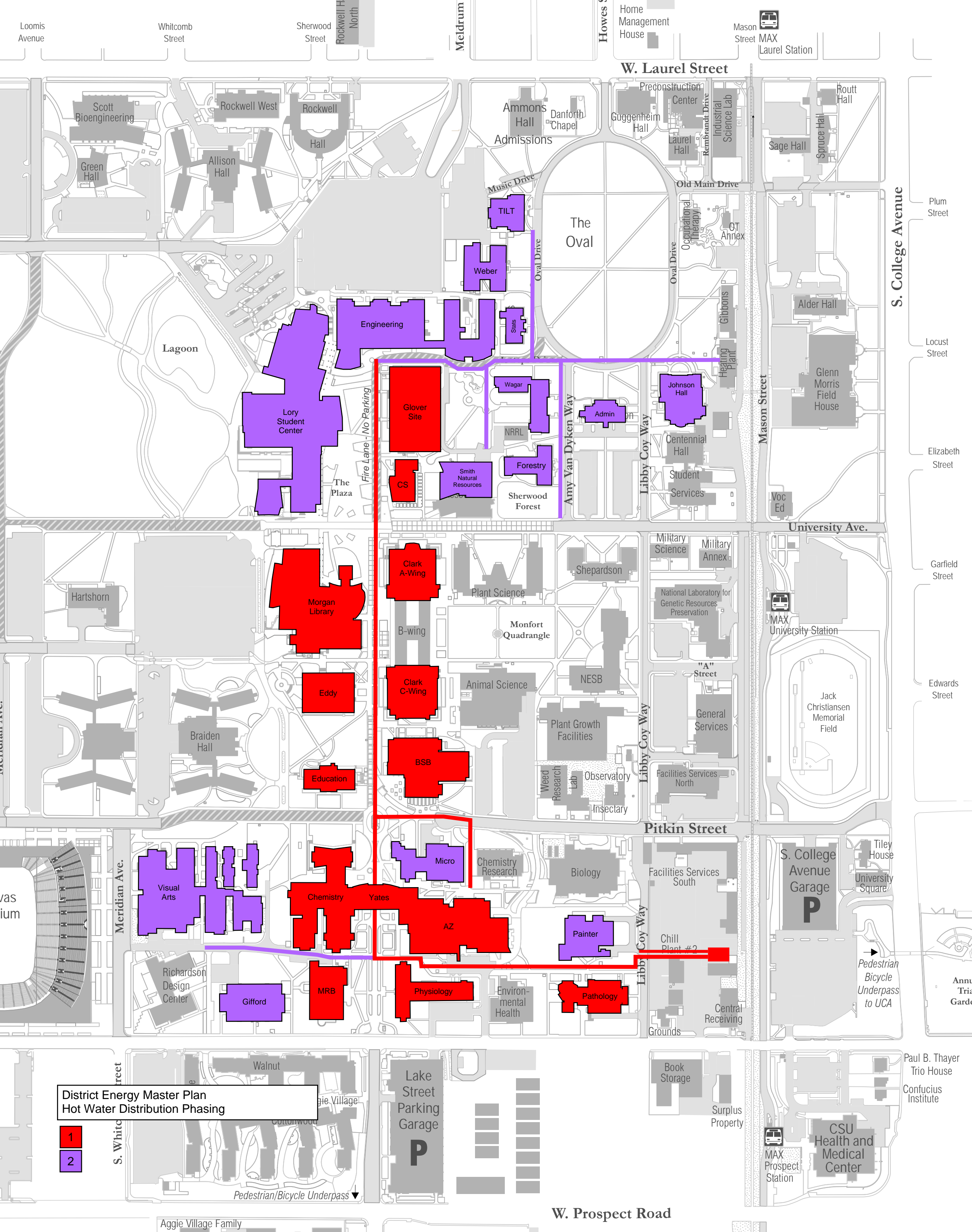
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Approved

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Denied

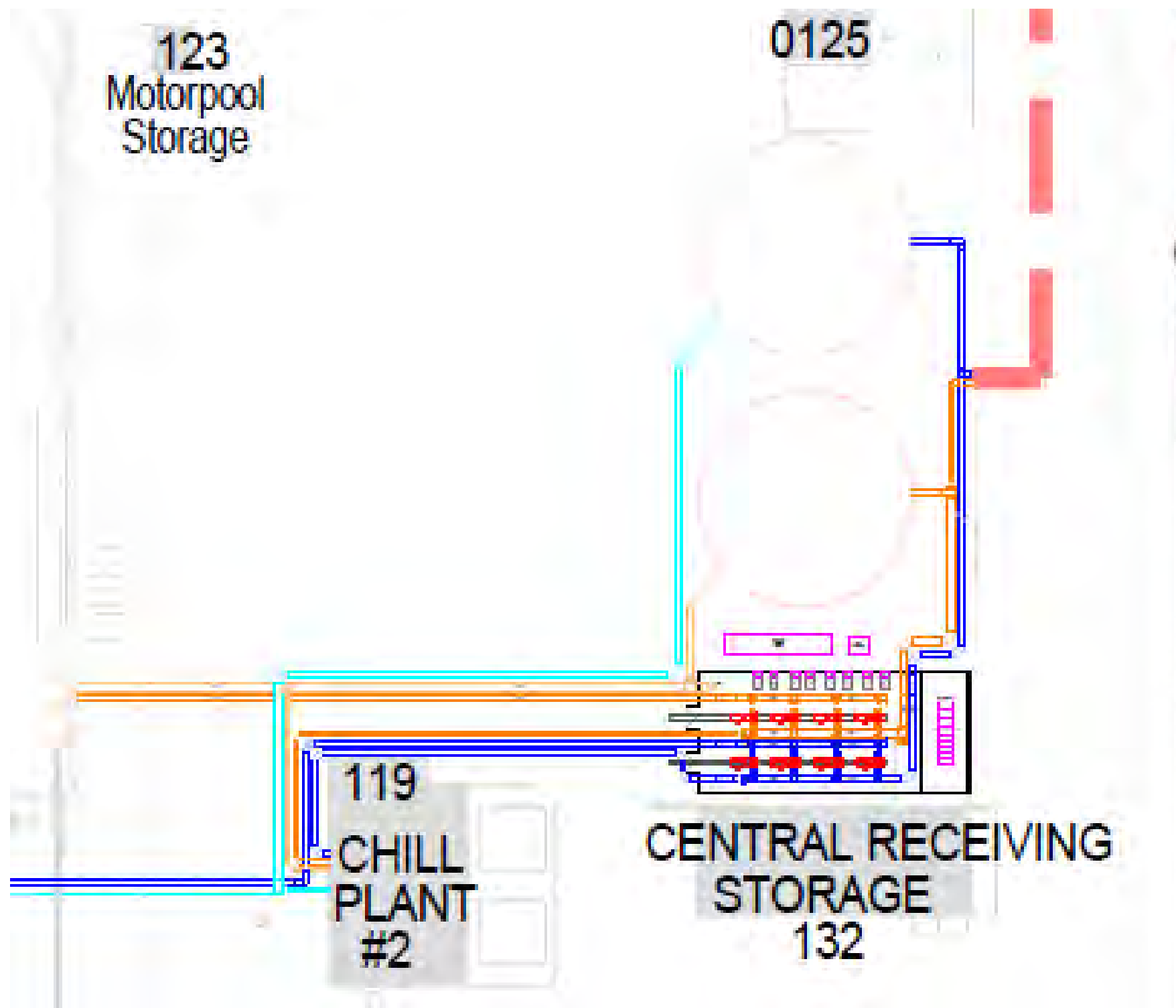
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Board Secretary

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Date









Motor Pool Lot- Conceptual Pump Facility and Storage Tank Locations





## District Energy Combined Heating and Cooling Conversion

December 2022



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### Appendices

- a. Hot water distribution map
- b. Pump facility site plan
- c. Flood plain map
- d. Budget Estimate



## 1. Executive Summary

The University has arrived at a decision point where investments in the main campus district energy systems will carry us decades into the future. A combination of equipment reaching end of life (boilers and distribution system steam and condensate piping), climate action goals, air quality regulations and improvements in alternate technology means that the time to decide about the future of the district energy system is now.

A new direction in District Energy delivery is essential to address:

- CSU Commitment to Carbon Neutrality by 2040
- University and local utility commitment to 100% renewable electricity by 2030
- New statewide benchmarking and building performance legislation
- Front Range air quality deterioration, specifically, the Front Range was recently downgraded from “serious” nonattainment for ozone to “severe”.
- Existing district energy infrastructure that has reached end of life.
- Life cycle costs.

Facilities staff investigated what other universities were doing, researched new technology options, and kept abreast of the ever-changing regulatory environment. To get a more detailed picture, staff secured a consultant and conducted an analysis of the district energy system during FY22. After extensive analysis, the recommended district energy system moving forward is a combined heating and cooling system (CHC). The system consists of a hot and chilled water distribution system served by heat recovery chillers (HRC) that is backed up/supplemented by new ultra-low NOx natural gas boilers.

A 60-year Life Cycle Analysis showed expected savings of \$160M (2020 dollars) over continued repair and replacement of the existing system (Business as Usual). While this is the lowest life cycle cost, it does require significant capital investments in the next decade.

Implementation Timeline District Energy Master Plan:

- 10-year effort
  - First 5 Years
    - Heating Plant Sustainability Upgrade (State Capital Funding Request) - \$22M
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This program plan addresses the first five years of the conversion process. Construction will include new hot water supply and return lines as well as a pumping facility to provide hot water. At the end of the first 5 years the university will have addressed immediate operational concerns, including air quality restrictions and replacement of central heating equipment at end of life. At the end of the second 5 years Main Campus east of Meridian will have a fully functional combined heating and cooling utility that will significantly support all the goals listed above.



The estimated project budget for the first five-year period is \$56.8-\$62M (in 2024 dollars), funded by University resources. This is in addition to the funding currently being requested from the State Capital Construction fund to replace boilers.

Once necessary approvals and funding are in place it is estimated that this phase of the project will take approximately 5 years to complete. The current budget range assumes design in 2023 and bids in 2024.

## **2. Justification**

### **2.1 Program Mission and History**

The main campus district heating concept is nearly as old as the campus itself. The existing plant building and first district coal fired boilers were installed at the beginning of the last century (1915). In the 1960s, the plant was “modernized” and new boilers were installed to burn natural gas. The district cooling system construction began in 2000, out of the need to phase out old refrigerants in chiller equipment scattered across Main Campus.

District heating and cooling plants provide many benefits. Life cycle cost savings are realized due to the significant reduction of installed equipment required to meet redundancy and peak loads. Central plant equipment is generally more robust, more efficient, and has a longer life expectancy. Central plants are better able to respond to growth and load variation; in many cases growth can be absorbed into the existing central plant capacity due to inherent load diversity. Central plants also consolidate the equipment footprint, freeing space for other uses and avoiding equipment sprawl. Finally, there is a significant maintenance benefit due to the reduction in the number of pieces of equipment.

### **2.2 Physical Condition/functionality of Existing System**

The last major renovation to the main campus district heating plant was in 1983, when Boiler #1 was installed and the building expanded. Boilers #2 and #3 date from the 1960s, when new boilers were installed to burn natural gas and to accommodate the dramatic expansion in campus development. These boilers are now at end of life (>60 years old), and miles of steam and condensate piping are aging and will need significant refurbishment/replacement.

Even though the district cooling system is much newer, chillers are not as long-lived as boilers. As a result, district cooling plant #1 will reach end of life in 2030 with district cooling plant #2 following in 2040.

### **2.2 Relation to Climate Action and Physical Master Plan**

CSU’s Climate action plan was first written in 2010, with an update in 2022. The major change in the 2022 update is moving the goal for carbon neutrality from 2050 to 2040 based upon the urgency of reducing greenhouse gas emissions and the technological innovations that make achieving this goal possible.

The phasing of the District Energy Master Plan has been coordinated with the large development projects anticipated in the Physical Master plan: Clark Building redevelopment, Glover site redevelopment and the Biomedical Discovery Center. All projects will be constructed to be compatible with the Combined Heating and Cooling system. If funding aligns, projects could directly tie into the new system. The second half of the project will require installation of 2 very tall thermal energy storage tanks, currently planned for the



Motor Pool Parking Lot. The aesthetics of this installation, as well as the relocation of facilities management functions will need additional study.



### New Equipment list

Existing autoclaves run on steam and will need to be replaced with electric autoclaves as buildings are converted to CHC. The first 5-year phase of the project will replace approximately 20 autoclaves.

Item	Number	Total Cost
Electric Autoclaves	20	2,000,000

### 2.3 Alternative analysis

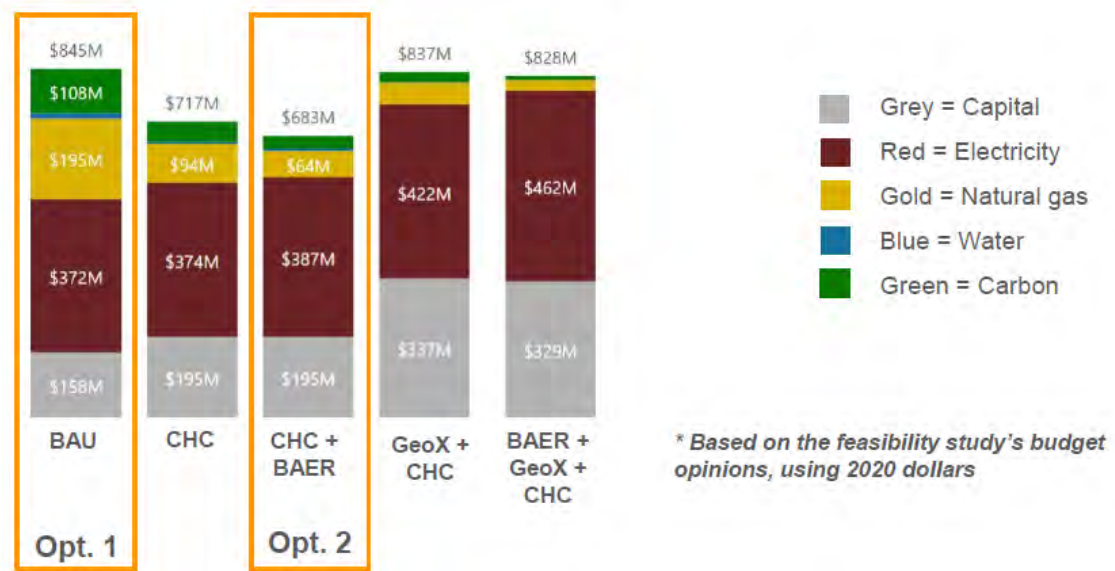
Facilities staff investigated what other universities were doing, researched new technology options, and kept abreast of the ever-changing regulatory environment. To get a more detailed picture, staff secured a consultant and conducted an analysis of the district energy system during FY22.

- Combined Heating and Cooling (CHC) is a system configuration including a hot water and chilled water distribution system serving buildings, tied together at a Heat Recovery Chiller (HRC) plant. A HRC is a piece of equipment that provides both cooling and heating. Traditional chillers create chilled water using the refrigeration cycle, but heat is rejected to the atmosphere via cooling towers. In an HRC, the waste heat is captured and used for process heating, hot water loads, or can be stored in the system tank for later use. By generating both heating and cooling in a HRC, efficiencies are dramatically improved. Most importantly, electricity is used to generate heat and displaces natural gas combustion as the primary source. A very important factor, and the most impactful part of the overall plan in both cost and construction, is the need to convert campus heating from steam to hot water. The HRC plant can only bridge between hot and cold-water systems, it does not produce steam.
- Building Airside Energy Recovery (BAER) utilizes equipment and controls already in our buildings. These modified control sequences will allow more captured energy to be carried back to the HRC plant to be either directly used for campus heating and cooling or sent to the storage tanks for use later. Note that BAER is an enhancement of CHC, and cannot be implemented alone.
- Business As Usual (BAU) is the option where we retain the existing steam system and traditional chilled water plants. Both utilities will require replacements and refurbishments over the 60-year study period, however, no efficiencies can be leveraged from the separated systems and campus heating will continue to be served through 100% natural gas combustion.



Based on a 60-year Life Cycle Analysis (LCA), CHC with heat recovery chillers and BAER is the least expensive option that meets university goals.

# Life Cycle Cost Analysis



## 2.4 Benefits of the Project

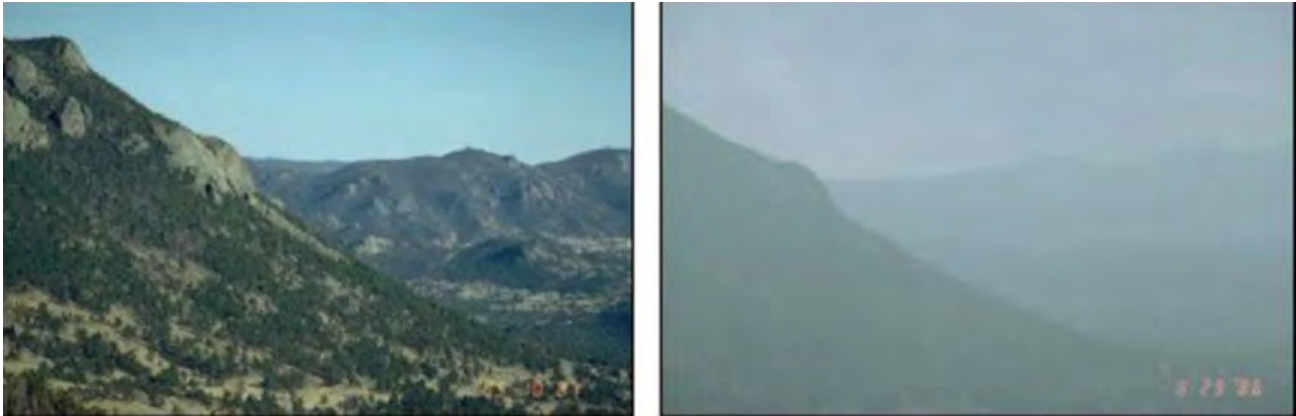
There are tangible benefits in addition to the life cycle cost savings; however, these are very hard to quantify and are therefore not included in the LCA.

**Air Quality Issues:** Much of the Colorado Front Range is in an air quality non-attainment area for ozone. This includes Fort Collins and CSU’s Main, South, and Foothills campuses. The Front Range EPA Air Quality assessment has been elevated to “Severe” because of very poor air quality in recent summers. The impacts of this designation are very low limits on NO<sub>x</sub> emissions for new sources such as boilers. If any new sources (e.g., boilers at residence halls) installed within a three-year period exceed the threshold, the University will be subject to New Source Review (NSR) permitting. This permitting will require the University to install air pollution controls on other people’s equipment in this region to offset the installation of new combustion equipment on our campus.

Current regulation places annual limits on the heating plant’s two largest boilers (Boiler #1 and Boiler #2). The FM team has found ways to supply heat to campus within these restrictions and emission limits in order to avoid significant regulatory costs, including equipment retrofits and continuous emission monitoring systems (CEMS). Costs for these modifications are in the millions of dollars, and may not satisfy regulation.

New regulation is already being implemented by the state, scheduled to become active in 2024. Without the Heating Plant Sustainability Upgrade, the university will be facing those millions of dollars in regulatory costs. FM staff foresee that CHC will become not simply the best option, but the only option. Main Campus must reduce its annual combustion and produce more heat with electricity in order to continue serving its customers.

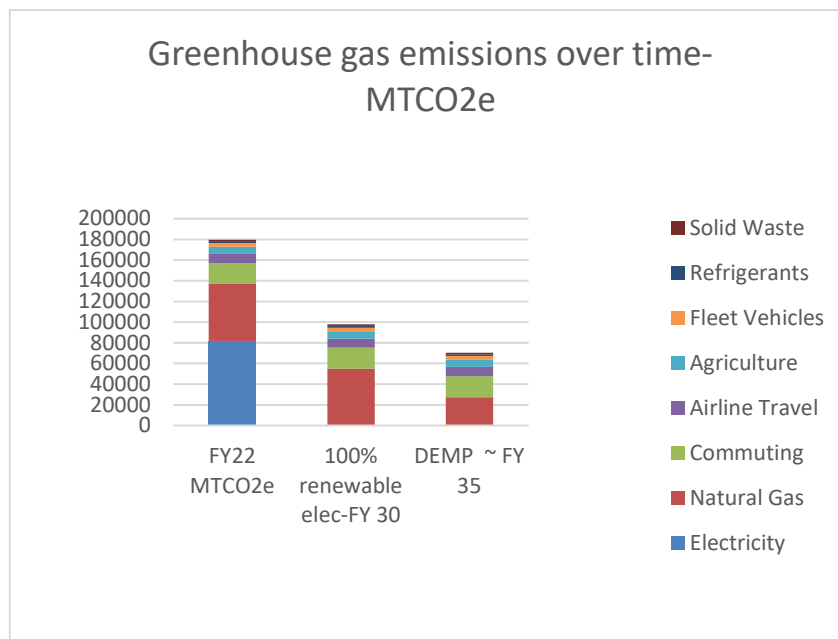




Photos of Rocky Mtn National Park on a clear day vs a serious ozone day

**Climate impacts:** Currently emissions from natural gas combustion university-wide account for 31% of CSU's total Greenhouse Gas (GHG) emissions. The district energy plant alone burns ~550,000 million BTUs (MMBTUs) of natural gas every year, which results in nearly 30,000 metric tons of carbon dioxide emitted (MTCO<sub>2</sub>e) in GHG emissions (out of a university total of ~180,000 MTCO<sub>2</sub>e in FY22) making up the majority of CSU's natural gas related GHG emissions.

Electricity is currently the largest contributor to GHG emissions at 46%. However, CSU and the regional utilities have all made the commitment to 100% renewable electricity by 2030. This means that by 2030 CSU's emissions related to electricity use are expected to be zero – cutting the University's total emissions in half. However, at that time (if no changes are made), natural gas is estimated to be nearly 65% of GHG emissions. Implementing this District Energy Master Plan (DEMP) will shift significant heating and hot water energy use from natural gas to electricity –reducing the GHG emissions related to building heating and cooling by about 50% (natural gas will still be in use on South and Foothills campuses).





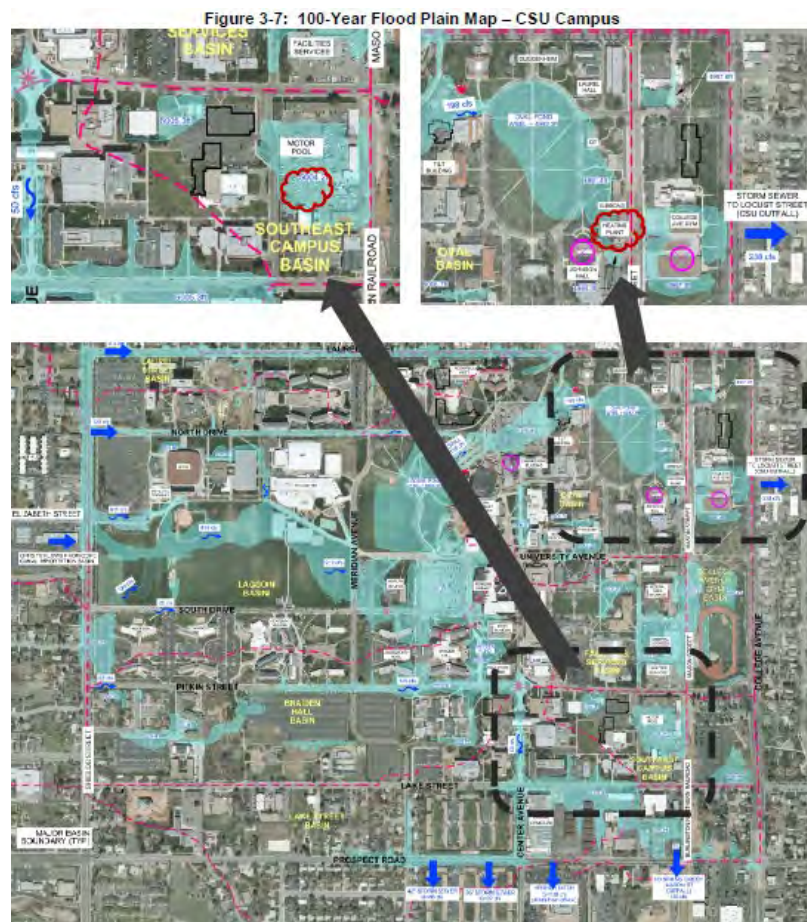
### 3. Design Criteria

#### 3.1 Site Constraints

The full DEMP scope will disrupt approximately half of main campus as new hot water distribution lines are installed, plants are renovated, and storage is constructed. The existing steam system must remain functional until the CHC project is completed, so steam tunnels cannot be used for the hot water distribution system.

#### 3.2 Flood Mitigation Analysis

Flood mitigation has been accomplished at the heating plant through previous projects. The construction of a new pumping facility and associated infrastructure in the motor pool lot will require flood mitigation, with options shown below. All options assume that stormwater improvements will connect to the MSO pipe stub beneath Lake Street, west of the railroad tracks, and that water quality will be provided by the MSO pond. Estimated cost is approximately \$1,000,000.





### 3.3 LEED Goal

The Main Campus District Energy Master Plan transitions the campus over time from steam to Combined Heating and Cooling (CHC) with Building Airside Energy Recovery (BAER). This helps to address the university's greenhouse gas, sustainability and air quality goals, and increases overall utility efficiency. Additionally, every new construction or renovation building project connected to the district utility will use the increased efficiency of CHC and BAER in their own LEED calculations.

### 3.4 Utility Incentive Programs

Utility incentive programs will be investigated during design. Discussions with utility providers have already begun, but due to the scale, complexity and unique nature of this project, rebate potential is uncertain.

### 3.5 Architectural/Mechanical Narrative

- Overall Scope of work:
  - Heating Plant Sustainability Upgrade (State Capital Funding Request) - \$22M
  - Hot Water Distribution Phase 1 - shown RED on map
  - Hot Water Distribution Phase 2 - shown PURPLE on map
- Heating Plant Sustainability Upgrade project includes:
  - Retirement of end-of-life equipment
  - Installation of new boilers in support of master plans and air quality regulations
  - Preparation for full system hot water generation
- Hot water distribution phases include:
  - Construction of new pump facility in Motor Pool lot, with additional equipment necessary to generate hot water during the transition phase
  - Distribution piping. Approximately 6600 LF of hot water supply and return lines, ranging from 12"-30" diameter
  - Connection to indicated buildings (approximately 30 buildings)
  - Conversion of internal building equipment (building heat, hot water, process equipment)
  - Retirement of steam distribution

### 3.6 CSU Standards

The CSU Building Construction Standards Manual is available at:

[http://www.fm.colostate.edu/constr\\_standards](http://www.fm.colostate.edu/constr_standards)

The CSU Standards are to be used as guidelines for design. They are divided into 3 parts for use by Architects and Engineers: the first part is administrative; the second part discusses requirements for design and deliverables at each stage of the design process; the third part consists of the technical standards arranged by CSI division. The Standards are a living document, and as such, any question about the applicability of a standard should be discussed with the project manager. The Standards should never be referenced or copied in Contract Documents – the design is expected to embody and conform to the Standards. Contractors are not to be directed to review the Standards as a contract requirement.

### 3.7 CSU Inclusivity Standards-not applicable to this project



### 3.8 List of Applicable Codes

Approved building codes and standards have been adopted by the Office of the State Architect (herein referred to as State Buildings Program (SBP)) and other state authorities, and are identified below as the minimum requirements to be applied to all construction projects at state agencies and institutions of higher education owned facilities.

Applicable codes:

2021	INTERNATIONAL BUILDING CODE
2021	INTERNATIONAL EXISTING BUILDING CODE
2021	INTERNATIONAL MECHANICAL CODE
2021	INTERNATIONAL ENERGY CONSERVATION CODE
2020	NATIONAL ELECTRICAL CODE
2018	INTERNATIONAL PLUMBING CODE
2018	INTERNATIONAL FUEL GAS CODE
2021	INTERNATIONAL FIRE CODE
CURRENT	ICC/ANSI A117.1

## 4. Project schedule, cost estimates and financing

### 4.1 Project schedule/phasing

The project phasing has been coordinated with construction of the Glover and Clark projects. If funding aligns, these projects could tie directly into the new system. Phase 1 and 2 of the Hot Water Distribution piping installation will impact approximately one quarter of the campus.

Once necessary approvals and funding are in place it is estimated that this phase of the project will take approximately 5 years to complete. The current budget range assumes design in 2023 and bids in 2024.

### 4.2 Financing

The estimated project budget for the first five-year period is \$56.8-\$62M (in 2024 dollars), funded by University resources. This is in addition to the funding currently being requested from the State Capital Construction fund to replace boilers.

### 4.3 Cost estimate/methodology

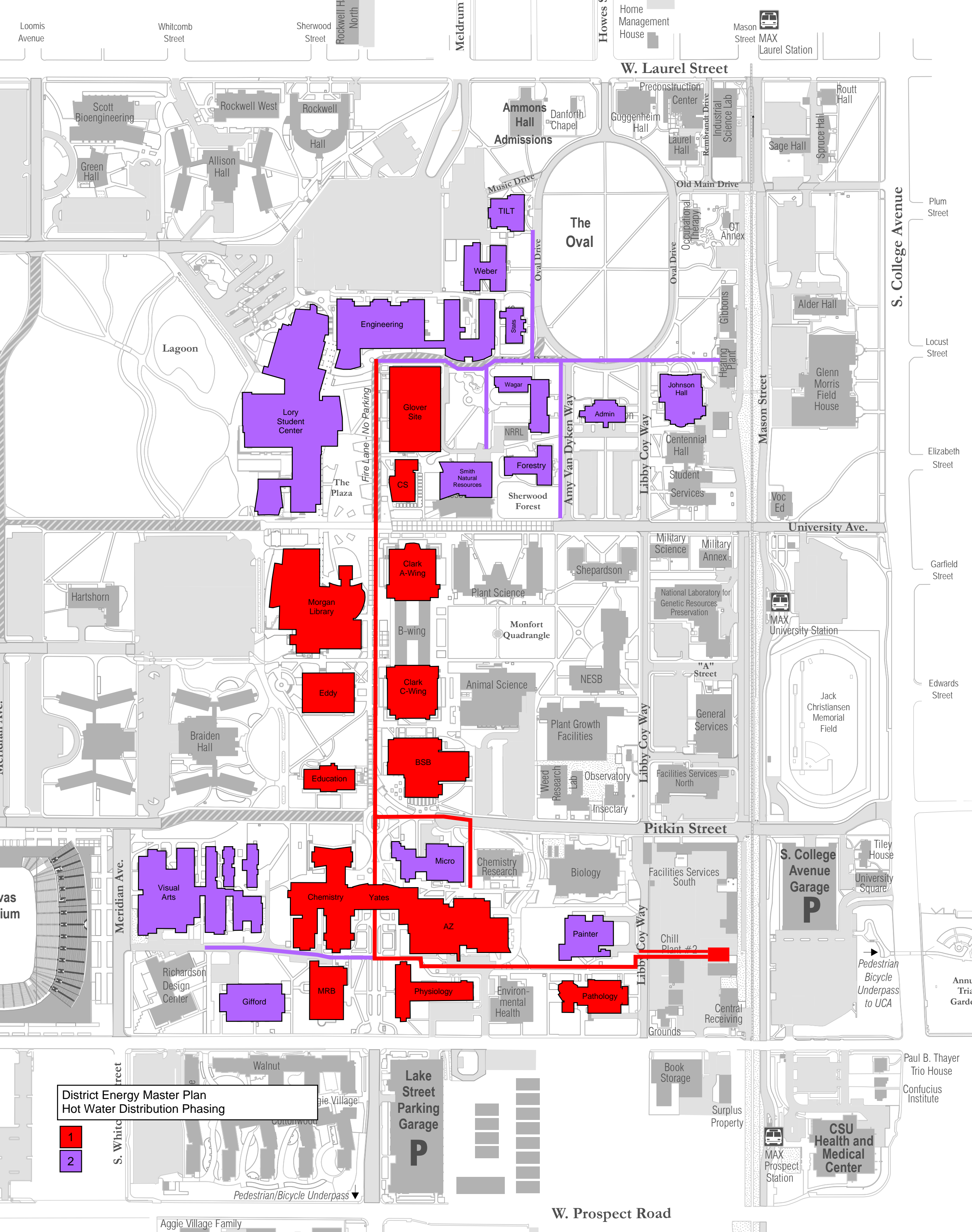
Cost estimates were developed by a 3<sup>rd</sup> party consultant. CSU standards specify that the A/E should document 20% of the construction budget in bid alternates, to cover potential volatility in the construction market as the project progresses.



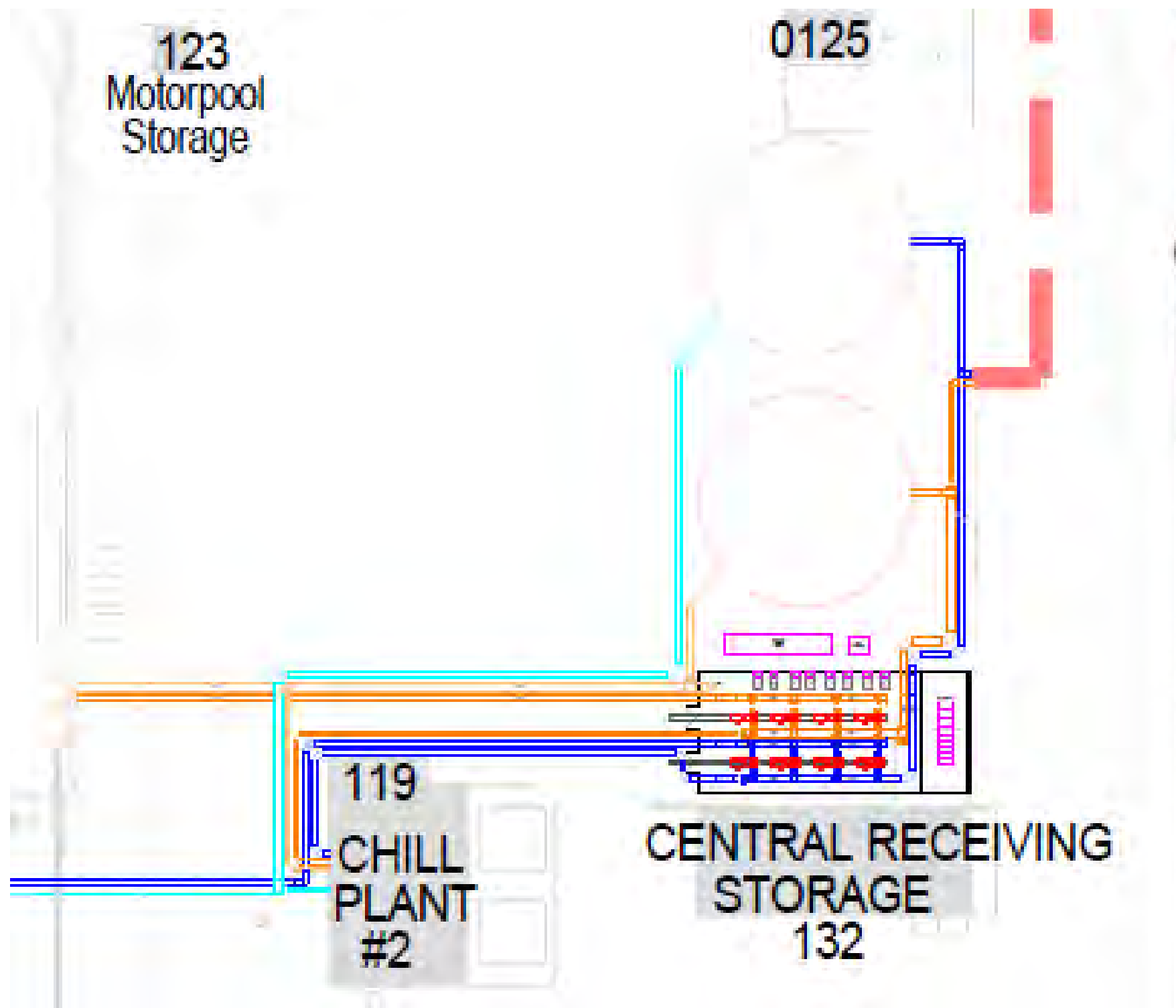
## **Appendices**

- **Hot water distribution map**
- **Pump facility site plan**
- **Flood plain map**
- **Budget Estimate**



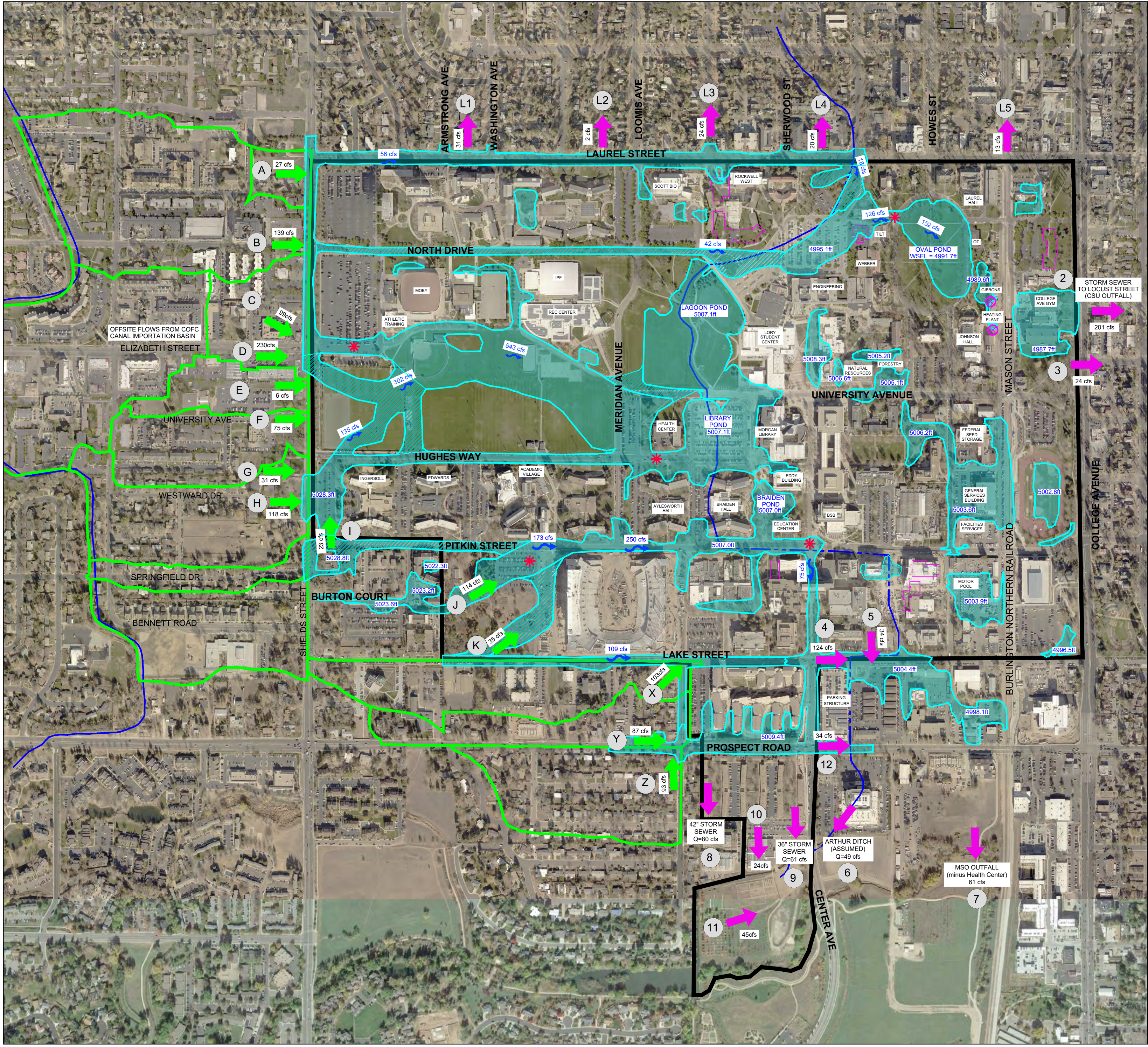






**Motor Pool Lot- Conceptual Pump Facility and  
Storage Tank Locations**





# LEGEND

4991.4ft

WSEL (FT)

198.1 cfs

FLOW (CFS)

FLOODPLAIN  
BOUNDARY (POST  
PROJECT)

SHALLOW FLOODING  
(CONVEYANCE AREAS  
LESS THAN 0.5FT DEEP)

\*

CRITICAL CONVEYANCE  
LOCATION

⊗

ACTIVE FLOOD  
PROTECTION REQUIRED  
TO PROTECT BUILDING  
IN A FLOOD EVENT

107 cfs

OUTFLOW

27 cfs

INFLOW

IGA BOUNDARY

NTS

N

COLORADO STATE UNIVERSITY

100-YEAR FLOODPLAIN

(2D MODEL RESULTS)

AUGUST 2020

PC SWMM FLOODPLAIN

ELEVATIONS BASED ON  
NAVD88 DATUM  
SOURCE: LIDAR MAY 2015



## District Energy Master Plan Distribution phases 1 & 2

updated 12/28/2022

Project Budget		low	medium	high	Remarks
Professional Services					
	Site Survey, Geotechnical	\$ 113,048	\$ 113,048	\$ 113,048	
	Consultants - Architects, Engineers, Vibration, Acoustics	\$ 3,147,082	\$ 3,312,718	\$ 3,478,354	10% of subtotal construction costs
	Advertisements	\$ 250	\$ 250	\$ 250	
	CSU Facilities Project Management	\$ 1,180,000	\$ 1,180,000	\$ 1,180,000	for a \$59M project
	Independent Code Review, code insp, material tests, commissioning	\$ 450,000	\$ 450,000	\$ 450,000	
	<b>Total Professional Services</b>	<b>\$ 4,890,380</b>	<b>\$ 5,056,016</b>	<b>\$ 5,221,652</b>	<b>\$ -</b>
Land Acquisition					
	purchase and closing costs		\$ -		
	<b>Total Land Acquisition</b>		<b>\$ -</b>		
Construction					
	New Space - 4500 gsf @ \$1486/gsf	\$ 6,351,001	\$ 6,685,264	\$ 7,019,527	includes back up generator
	Infrastructure Service/Utilities	\$ 11,196,780	\$ 11,786,084	\$ 12,375,388	
	Site Improvements/Landscaping	\$ 770,743	\$ 811,308	\$ 851,873	
	Building side retrofits	\$ 7,125,000	\$ 7,500,000	\$ 7,875,000	
	Contractor General conditions	\$ 6,027,296	\$ 6,344,522	\$ 6,661,748	
	<b>Subtotal Construction Costs</b>	<b>\$ 31,470,819</b>	<b>\$ 33,127,178</b>	<b>\$ 34,783,537</b>	
Equipment & Furnishings					
	Fixed Equipment	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	replace steam autoclaves w/ electric
	Moveable Equipment-				
	CSU Communications				
	CSU Notifier system				
	<b>Total Equipment and Furnishings Costs</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>
Miscellaneous					
	Estimating contingency @ 15%	\$ 4,720,623	\$ 4,969,077	\$ 5,217,531	
	traffic control/signage/stockpile/erosion	\$ 2,002,563	\$ 2,002,563	\$ 2,002,563	
	<b>Total Miscellaneous Costs</b>	<b>\$ 6,723,186</b>	<b>\$ 6,971,640</b>	<b>\$ 7,220,094</b>	<b>\$ -</b>
	<b>Subtotal Project Cost</b>	<b>\$ 45,084,385</b>	<b>\$ 47,154,834</b>	<b>\$ 49,225,282</b>	<b>\$ -</b>
Project Contingency					
	Project Contingency 5% for New				
	Project Contingency 10% for Renovation	\$ 4,508,438	\$ 4,715,483	\$ 4,922,528	
	Total Contingency	\$ 4,508,438	\$ 4,715,483	\$ 4,922,528	
	<b>Total Project Development cost --12/2022</b>	<b>\$ 49,592,823</b>	<b>\$ 51,870,317</b>	<b>\$ 54,147,810</b>	<b>\$ -</b>
Project escalation @7% to 12/2023		\$ 53,064,321	\$ 55,501,239	\$ 57,938,157	
Project escalation @7% to 12/2024		\$ 56,778,823	\$ 59,386,326	\$ 61,993,828	
Project escalation @7% to 12/2025		\$ 60,753,341	\$ 63,543,369	\$ 66,333,396	
This opinion of probable cost is made on the basis of experience, qualifications and best judgement of a professional cost consultant familiar with the construction industry, combined with the professional experience of Facilities Management. FM cannot guarantee that proposals, bids or actual construction costs will not vary from this cost estimate due to market conditions at the time of the bid.					
	<b>Total Development Cost/sf</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	

**COLORADO STATE UNIVERSITY**  
Facilities Planning Design and Construction



PHASED ESTIMATE: All 4 Phases of Pipeline + Initial Building Phase

OVERALL COST

Basis of Estimate: Hot Water Buildout - Exhibit dated July 2021

Prepared By: BR/GL Date: 12/27/2022

Estimate Class: 5

CSI 2004	Item #	Description	Quantity	Unit	Unit Price	Ext Amount	NOTES/COST SOURCE
00-0000		<b>CONTRACTING REQUIREMENTS</b>					
	00-000	Contractor Overhead Indirect (8%)	1	LS		\$ 3,330,230.28	
	00-001	Contractor Profit (8%)	1	LS		\$ 3,596,648.71	Applied to Total prior to Bonds and Insur
	00-002	Weather Conditions Allowance (0.5%)	1	LS		\$ 242,773.79	Applied to Total prior to Bonds and Insur
	00-003	Bonds and Insurance (3%)	1	LS		\$ 1,463,925.94	
		<b>Subtotal 00</b>				\$ 8,633,578.71	
01-0000		<b>GENERAL REQUIREMENTS</b>					
	01-001	Mobilization	9	EA	\$ 287,035.54	\$ 2,583,320	5 Phases, 9 mobes (2 per pipe phase, 1 per building phase
	01-002	Field Office	23	MON	\$ 26,250.00	\$ 594,989	Class 2 \$45000 per year; confirm what COL WTP is paying now?
	01-003	Fill/Test/Startup Bldg (one per building connection)	79	EA	\$ 15,000.00	\$ 1,185,000	TWP was \$55K
	01-004	Fill/Pressure Test/Drain Yard Piping Segments (Phased)	24	EA	\$ 15,000.00	\$ 360,000	
		<b>Subtotal 01</b>				\$ 4,723,308.93	
02-0000		<b>SITE SPECIFIC REQUIREMENTS</b>					
	02-001	Pedestrian Control	680	Day	\$ 2,350.00	\$ 1,597,971	80LF per day calc
	02-002	Traffic Control	680	Day	\$ 1,750.00	\$ 1,189,978	80LF per day calc
	02-003	Stockpile locations and short haul spoils	680	Day	\$ 1,350.00	\$ 917,983	80LF per day calc
	02-004	Erosion Control	680	Day	\$ 750.00	\$ 509,991	80LF per day calc
	02-005	Surveying	680	Day	\$ 350.00	\$ 237,996	80LF per day calc
		<b>Subtotal 02-0</b>				\$ 4,453,918.13	
		<b>DEMOLITION</b>					
	02-101	Demo Sidewalk - Direct Bury	3,978	SY	\$ 42.35	\$ 168,459	Assumed Width = 6' (100% of Concrete takeoff)
	02-102	Demo Sidewalk - Tunnel	1,553	SY	\$ 42.35	\$ 65,784	Assumed Width = 6' (100% of Concrete takeoff) (0.25 factor for partial demo areas)
	02-103	Demo Asphalt - Direct Bury	2,791	SY	\$ 8.73	\$ 24,367	Assumed Width = 6' (90% of Asphalt Takeoff)
	02-104	Demo Asphalt - Tunnel	529	SY	\$ 8.73	\$ 4,618	Assumed Width = 6' (90% of Asphalt Takeoff) (no factor for tunnel access, use 100% of area)
	02-105	Demo Curb and Gutter - Direct Bury	1,745	LF	\$ 9.10	\$ 15,875	(5% of Asphalt Takeoff converted to LF C&G, 10' min)
	02-106	Demo Curb and Gutter - Tunnel	331	LF	\$ 9.10	\$ 3,009	(5% of Asphalt Takeoff converted to LF C&G, 10' min)
	02-107	Demo Drive Pan "V" - Direct Bury	155	SY	\$ 21.84	\$ 3,387	(5% of Asphalt Takeoff)
	02-108	Demo Drive Pan "V" - Tunnel	29	SY	\$ 21.84	\$ 642	(5% of Asphalt Takeoff)
	02-109	Demo Landscaping - Direct Bury	39,300	SF	\$ 1.25	\$ 49,125	(100% of LSCAPE Takeoff) Assumed Width = 8'
	02-110	Demo Landscaping - Tunnel	7,806	SF	\$ 1.25	\$ 9,758	
	02-111	Haul + Dump Fees (Concrete + Asphalt Demo)	3,476	CY	\$ 45.00	\$ 156,436	\$29 dump fee and \$16 trucking (7" Avg thicknessx8' width)
	02-112	Haul Excess Spoils Offsite	15,958	CY	\$ 32.00	\$ 510,664	
	02-113	Demo Steam Tunnel Lid	24,474	SF	\$ 18.00	\$ 440,532	1/4 of linear footage assumed, i.e. for every 100 lf, 25 lf of steam tunnel soffit removed, pipe welded in place in steam tunnel.
	02-114	Demo/Adjust Misc. valve boxes, util boxes	75	EA	\$ 805.00	\$ 60,375	Assumed Qty
	02-115	R&R irrigation (temp for trenching)	100	EA	\$ 1,250.00	\$ 125,000	Assumed Qty
	02-116	Tree Removal	15	EA	\$ 1,200.00	\$ 18,000	Assumed Qty
		<b>Subtotal 02-1</b>				\$ 1,656,029.04	
03-0000		<b>CONCRETE</b>					
	03-001	Place Sidewalk 6"	6,084	SY	\$ 85.61	\$ 520,870	
	03-002	ABC Leveling Course 2"	406	CY	\$ 62.02	\$ 25,156	
	03-003	Replace Steam Tunnel Soffit (Form/Reinf./Place)	1,088	CY	\$ 1,150.00	\$ 1,250,893	12" thick, double mat
	03-004	Replace Curb and Gutter	2,075	LF	\$ 9.10	\$ 18,884	
	03-005	Replace "V" Drive Pan	184	SY	\$ 116.98	\$ 21,578	
	03-006	Replace Misc. Concrete (Driveway, PCCP)	166	SY	\$ 116.98	\$ 19,420	5% of asphalt demo QTY
	03-007	Concrete Testing (30 CY/Day)	70	DAY	\$ 700.00	\$ 49,041	
	03-008	High Early Adder for 10% of Concrete	1,933	CY	\$ 20.00	\$ 38,655	
		<b>Subtotal 03</b>				\$ 1,944,497.52	
32-0000		<b>EXTERIOR IMPROVEMENTS</b>					
	32-001	Unsuitable Material Excavation and disposal	6,383	CY	\$ 40.00	\$ 255,332	
	32-002	Replace Asphalt (Trench Patch - 6")	1,194	TON	\$ 225.00	\$ 268,729	36" depth, SY HMA DEMO
	32-003	Place and compact Class 6 Base (12" depth)	2,389	TON	\$ 65.00	\$ 155,265	
	32-004	Replace Landscaping and Plantings (per sf)	47,106	SF	\$ 2.50	\$ 117,765	
	32-005	Replace Curb and Gutter	2,075	LF	\$ 31.00	\$ 64,329	Also shown above
	32-006	Asphalt Testing	15	DAY	\$ 850.00	\$ 12,690	80 ton/day
	32-007	Miscellaneous CLSM Backfill	600	CY	\$ 300.00	\$ 180,000	
	32-008	Temp CLSM for 75% of trench patching HMA	1,792	CY	\$ 300.00	\$ 537,457	
	32-009	Mill and Haul off Temp Paving CLSM	1,792	CY	\$ 65.00	\$ 116,449	
		<b>Subtotal 32</b>				\$ 1,708,016.43	



**PHASED ESTIMATE: All 4 Phases of Pipeline + Initial Building Phase**

**OVERALL COST**

Basis of Estimate: Hot Water Buildout - Exhibit dated July 2021

Prepared By: BR/GL Date: 12/27/2022

Estimate Class: 5

CSI 2004	Item #	Description	Quantity	Unit	Unit Price	Ext Amount	NOTES/COST SOURCE
33-0000		<b>EARTHWORK/UTILITIES - Combined with Earthwork Direct Bury</b>					
	33-001	Excavate/Bed/Lay/Backfill	30,129	LF	\$ 98.00	\$ 2,952,642	6' trench, 6' depth = 36 SF + layback = 45SF EX/LF, 1.67 CY/LF, 45/CY both EX and BF
	33-002	Bedding 6"-10"	19,950	TN	\$ 52.00	\$ 1,037,390	4"3', 22,466 LF
	33-003	Bedding 12"-16"	4,928	TN	\$ 52.00	\$ 256,277	6"3; 3,700 LF
	33-004	Bedding 30"	7,038	TN	\$ 52.00	\$ 365,991	6"4; 5,896 LF
	33-005	Compaction Testing	124	EA	\$ 155.00	\$ 19,234	
	33-006	Welding (small bore) - 2 hours per 25LF	2,410	HR	\$ 145.00	\$ 349,496	
	33-007	Welding (16"+) - 4 Hours per 25 LF	3,192	HR	\$ 145.00	\$ 462,836	
	33-011	Trench Box Rental (Short)	401	DAY	\$ 144.00	\$ 57,744	
	33-012	Hydraulic Shoring Rental (5' short Boxes)	401	DAY	\$ 520.00	\$ 208,520	
	33-013	6" Pipe - Direct Bury (Supply)	20,076	LF	\$ 93.79	\$ 1,882,928	
	33-014	8" Pipe - Direct Bury (Supply)	2,390	LF	\$ 112.88	\$ 269,783	
	33-015	12" Pipe - Direct Bury (Supply)	642	LF	\$ 147.99	\$ 95,010	
	33-016	14" Pipe - Direct Bury (Supply)	280	LF	\$ 158.55	\$ 44,394	
	33-017	16" Pipe - Direct Bury (Supply)	2,778	LF	\$ 181.11	\$ 503,124	
	33-018	30" Pipe - Direct Bury (Supply)	3,963	LF	\$ 309.00	\$ 1,224,567	
	33-019	Bends and Tees 6" to 16"	176	EA	\$ 295.00	\$ 51,920	
	33-020	Bends and Tees 30"	60	EA	\$ 2,900.00	\$ 174,000	
	33-022	Temp Valving - +10% pipe cost	1	LS	\$ 424,572.54	\$ 424,573	
	33-023	Temp Testing and Phasing - +10% pipe cost	1	LS	\$ 424,572.54	\$ 424,573	
	33-024	Cathodic Protection (2% add to Underground)	1	LS	\$ 324,150.01	\$ 324,150	
		<b>Subtotal 33-0</b>				<b>\$ 11,129,150.33</b>	
		<b>Steam Tunnel Placement</b>					
	33-101	Place Pipe - 6" to 16"	18,634	LF	\$ 116.60	\$ 2,172,724	crew of 10; 100 lf per day
	33-102	Place Pipe - 30"	5,636	LF	\$ 194.33	\$ 1,095,263	crew of 12; 60 lf per day
	33-103	Steam Tunnel Ventilation (for confined space)	303	DAY	\$ 150.00	\$ 45,506	
	33-104	Spyder Crane (small bore)	150	DAY	\$ 350.00	\$ 52,500	
	33-105	Small Hydro Crane (24" +)	100	DAY	\$ 2,100.00	\$ 210,000	
	33-106	Welding (small bore) - 2 hours per 25LF	1,491	HR	\$ 145.00	\$ 216,154	
	33-107	Welding (16"+) - 4 Hours per 25 LF	902	HR	\$ 145.00	\$ 130,755	
	33-110	Fabricate and install pipe racks (Special) (small bore)	1,863	EA	\$ 155.00	\$ 288,827	Wall mount - 1 every 10 lf (Knee brace type)
	33-111	Fabricate and install pipe racks (Special) (heavy duty)	705	EA	\$ 375.00	\$ 264,188	Floor mount support rack every 10 LF (double vertical support rack)
	33-112	6" Pipe - Tunnel Install (Supply)	5,820	LF	\$ 49.29	\$ 286,868	Nov 2022 Steel Pricing for 30" @ 0.20 Inch thickness
	33-113	8" Pipe - Tunnel Install (Supply)	3,800	LF	\$ 61.22	\$ 232,636	
	33-114	12" Pipe - Tunnel Install (Supply)	4,216	LF	\$ 87.99	\$ 370,966	
	33-115	14" Pipe - Tunnel Install (Supply)	-	LF	\$ 102.55	\$ -	
	33-116	16" Pipe - Tunnel Install (Supply)	4,798	LF	\$ 117.11	\$ 561,894	
	33-117	30" Pipe - Tunnel Install (Supply)	5,636	LF	\$ 219.00	\$ 1,234,284	Nov 2022 Steel Pricing for 30" @ 0.20 Inch thickness
	33-118	Bends and Tees 6" to 16"	84	EA	\$ 1,000.00	\$ 84,000	
	33-119	Bends and Tees 30"	25	EA	\$ 2,900.00	\$ 72,500	
	33-120	Entry and Exit to Tunnel	80	EA	\$ 15,000.00	\$ 1,200,000	
	33-121	Temp Valving - +10% pipe cost	1	LS	\$ 404,314.74	\$ 404,315	
	33-122	Temp Testing and Phasing - +10% pipe cost	1	LS	\$ 404,314.74	\$ 404,315	
		<b>Subtotal 33-1</b>				<b>\$ 9,327,694.32</b>	
		<b>Subtotal Yard Piping and Building Connections</b>				<b>\$ 34,942,614.70</b>	





# DEMP Program

## PHASED ESTIMATE: All 4 Phases of Pipeline + Initial Building Phase

### OVERALL COST

Basis of Estimate: Hot Water Buildout - Exhibit dated July 2021

Prepared By: BR/GL Date: 12/27/2022

Estimate Class: 5

CSI 2004	Item #	Description	Quantity	Unit	Unit Price	Ext Amount	NOTES/COST SOURCE
		<b>Initial Phase Facility</b>					
02-0000	<b>02-201</b>	Site Demo and Excavation	1	LS	\$ 183,750.00	\$ 183,750.00	Modeled on Secondary Proces Pumping Station. Edited for slab on grade, single story bldg.
03-0000	<b>03-201</b>	Concrete	0.25	LS	\$ 1,161,300.00	\$ 290,325.00	factor: 2.05
04-0000	<b>04-201</b>	Masonry (bottom 1/3 of building walls)	1.3	LS	\$ 350,350.00	\$ 455,455.00	
05-0000	<b>05-201</b>	Misc. Metals	1	LS	\$ 56,350.00	\$ 56,350.00	
06-0000	<b>06-201</b>	Rough Carpentry	1	LS	\$ 7,350.00	\$ 7,350.00	
07-0000	<b>07-201</b>	Damproffing, Roofing Membrane	1	LS	\$ 110,250.00	\$ 110,250.00	
08-0000	<b>08-201</b>	Doors, Windows, Storefronts	1	LS	\$ 80,850.00	\$ 80,850.00	
09-0000	<b>09-201</b>	Interior Painting and Sealing	0.35	LS	\$ 249,900.00	\$ 87,465.00	
10-0000	<b>10-201</b>	Signage	1	LS	\$ 7,350.00	\$ 7,350.00	
11-0000	<b>11-201</b>	Equipment and Installation	1	LS	\$ 1,675,273.25	\$ 1,675,273.25	
13-0000	<b>13-201</b>	Supply and Install PEMB	1.3	LS	\$ 815,850.00	\$ 1,060,605.00	
22-0000	<b>22-201</b>	Interior Plumbing	0.4	LS	\$ 352,800.00	\$ 141,120.00	
23-0000	<b>23-201</b>	HVAC	0.6	LS	\$ 722,784.30	\$ 433,670.58	
26-0000	<b>26-201</b>	Electrical, Gear, Install, Instrumentation, Testing	1	LS	\$ 541,450.00	\$ 541,450.00	
26-1000	<b>26-202</b>	1.5 MW Backup Generator	1	LS	\$ 648,000.00	\$ 648,000.00	\$360K-COE WWTP at 1,000 kW, \$86K Generator LS, \$120K Generator SCFP @ 250kW
26-1000	<b>26-203</b>	Service Entrance, Transformer	1	LS	\$ 111,000.00	\$ 111,000.00	
26-1000	<b>26-204</b>	Motor Control Center	1	LS	\$ 90,000.00	\$ 115,000.00	
32-0000	<b>32-201</b>	Yard Improvements / building siting / Earthwork	1	LS	\$ 320,000.00	\$ 320,000.00	
33-0000	<b>33-201</b>	Underground piping to building limits	1	LS	\$ 360,000.00	\$ 360,000.00	
						<b>\$ 6,685,263.83</b>	
		<b>Project Totals</b>					
		Project Subtotal Div 1-Div 33				<b>\$ 41,627,878.53</b>	
		Project Subtotal Div 0				<b>\$ 8,633,578.71</b>	
		Project Total				<b>\$ 50,261,457.25</b>	12/2022 Dollars
		<b>Contingency</b>					
		Estimating Contingency (15%)				<b>\$ 7,539,218.59</b>	
		Owners Contingency (10%)				<b>\$ 5,026,145.72</b>	
		Contingency Total				<b>\$ 12,565,364.31</b>	12/2022 Dollars
		<b>Project + Contingency Total</b>				<b>\$ 62,826,821.56</b>	12/2022 Dollars
Item #	<b>Assumption</b>						
1	5- Year Phasing is design in 2023, Phase 1 in 2024 & 2025, Phase 2 in 2026 & 2027						
2	Overall cost includes all 4 phases of pipeline installation and building switchover, and initial phase of pump facility, including backup generator						
3	Plug costs are included for building switchover and do not include building equipment cost, just contractor effort for connections and testing.						
4	TES Yard Concept - Initial Phase is included, Final Phase is NOT included.						
5	For Direct bury, trench width of 6' was assumed with 5-7' bury depth						
6	Dewatering costs not included in estimate based on past experience						
7	Flashfill or removal of existing steam pipe facilities not included due to scope uncertainty. Demo or abandonment is assumed in phases 3+4						
8	Demo or abandonment is assumed in phases 3+4 (Not included in scope)						
9	A percentage of the steam tunnel facilities may not accommodate new dual 30" hot water and return piping. Additional investigation is recommended.						
10	Pipe assumed to be welded steel no interior lining and 20 mil epoxy exterior (or similar) with insulation jacket over pipe.						
11	Insulation is assumed to be integral to the pipe with holdback areas for field welding of pipe. Buried valves would require hand wrapping.						
12	Cathodic protections for system is applied only to higher value infrastructure like valves						
13	No Excalation is included. All dollars are in December 2022 dollars						
14	Asphalt restoration assumed at 7" asphalt over 12" base						
15	For tunnel installation, for every 100 LF of pipe, assumption is 25 LF of tunnel cap is removed and replaced.						
16	Replaced tunnel sections assumed to be 12" thick with double mat reinforcement for traffic loading.						
17	Water tanks not included in estimate. Piping to water tanks shown in TES Yard Final Phase are NOT included in estimate.						
18	Additional features and facilities not shown or described here are not included in estimate.						
19	Recommend revised estimate for future phases after further design development.						





DEMP Program  
PHASED ESTIMATE: PHASES 1 & 2 Only

Basis of Estimate: Hot Water Buildout - Exhibit dated July 2021  
Prepared By: BR/GL Date: 12/27/2022

Estimate Class: 5

Estimate Class: 5					PHASE 1: 2024 + 2025				PHASE 2: 2026 + 2027				TOTAL COST PHASE 1 + 2	
CSI 2004	Item #	Description	Overall Quantity	Unit	Total Cost (2022 Dollars)	QTY 2024	Cost 2024	QTY 2025	Cost 2025	QTY 2026	Cost 2026	QTY 2027	Cost 2027	
00-0000		CONTRACTING REQUIREMENTS												
	00-000	Contractor Overhead Indirect (8%)	1	LS	\$ 3,330,230	0.14	\$ 474,558	0.14	\$ 474,558	316,371.88	\$ 316,372	0.10	\$ 316,372	\$ 1,581,859
	00-001	Contractor Profit (8%)	1	LS	\$ 3,596,649	0.14	\$ 512,522	0.14	\$ 512,522	341,681.63	\$ 341,682	0.10	\$ 341,682	\$ 1,708,408
	00-002	Weather Conditions Allowance (0.5%)	1	LS	\$ 242,774	0.14	\$ 34,595	0.14	\$ 34,595	23,063.51	\$ 23,064	0.10	\$ 23,064	\$ 115,318
	00-003	Bonds and Insurance (3%)	1	LS	\$ 1,463,926	0.14	\$ 208,609	0.14	\$ 208,609	139,072.96	\$ 139,073	0.10	\$ 139,073	\$ 695,365
		Subtotal 00			\$ 8,633,579		\$ 1,230,285		\$ 1,230,285		\$ 820,190		\$ 820,190	\$ 4,100,950
01-0000		GENERAL REQUIREMENTS												
	01-001	Mobilization	9	EA	\$ 2,583,320	1.00	\$ 368,123	1.00	\$ 368,123	245,415.39	\$ 245,415	0.86	\$ 245,415	\$ 1,227,077
	01-002	Field Office	23	MON	\$ 594,989	3.23	\$ 84,786	3.23	\$ 84,786	56,523.96	\$ 56,524	2.15	\$ 56,524	\$ 282,620
	01-003	Fill/Test/Startup Bldg (one per building connection)	79	EA	\$ 1,185,000	11.26	\$ 168,863	11.26	\$ 168,863	112,575.00	\$ 112,575	7.51	\$ 112,575	\$ 562,875
	01-004	Fill/Pressure Test/Drain Yard Piping Segments (Phased)	24	EA	\$ 360,000	3.42	\$ 51,300	3.42	\$ 51,300	34,200.00	\$ 34,200	2.28	\$ 34,200	\$ 171,000
		Subtotal 01			\$ 4,723,309		\$ 673,072		\$ 673,072		\$ 448,714		\$ 448,714	\$ 2,243,572
02-0000		SITE SPECIFIC REQUIREMENTS												
	02-001	Pedestrian Control	680	Day	\$ 1,597,971	96.90	\$ 227,711	96.90	\$ 227,711	151,807.21	\$ 151,807	64.60	\$ 151,807	\$ 759,036
	02-002	Traffic Control	680	Day	\$ 1,189,978	96.90	\$ 169,572	96.90	\$ 169,572	113,047.92	\$ 113,048	64.60	\$ 113,048	\$ 565,240
	02-003	Stockpile locations and short haul spoils	680	Day	\$ 917,983	96.90	\$ 130,813	96.90	\$ 130,813	87,208.40	\$ 87,208	64.60	\$ 87,208	\$ 436,042
	02-004	Erosion Control	680	Day	\$ 509,991	96.90	\$ 72,674	96.90	\$ 72,674	48,449.11	\$ 48,449	64.60	\$ 48,449	\$ 242,246
	02-005	Surveying	680	Day	\$ 237,996	96.90	\$ 33,914	96.90	\$ 33,914	22,609.58	\$ 22,610	64.60	\$ 22,610	\$ 113,048
		Subtotal 02-0			\$ 4,453,918		\$ 634,683		\$ 634,683		\$ 423,122		\$ 423,122	\$ 2,115,611
		DEMOLITION												
	02-101	Demo Sidewalk - Direct Bury	3,978	SY	\$ 168,459	566.83	\$ 24,005	566.83	\$ 24,005	16,003.59	\$ 16,004	377.89	\$ 16,004	\$ 80,018
	02-102	Demo Sidewalk - Tunnel	1,553	SY	\$ 65,784	221.35	\$ 9,374	221.35	\$ 9,374	6,249.45	\$ 6,249	147.57	\$ 6,249	\$ 31,247
	02-103	Demo Asphalt - Direct Bury	2,791	SY	\$ 24,367	397.75	\$ 3,472	397.75	\$ 3,472	2,314.88	\$ 2,315	265.16	\$ 2,315	\$ 11,574
	02-104	Demo Asphalt - Tunnel	529	SY	\$ 4,618	75.38	\$ 658	75.38	\$ 658	438.73	\$ 439	50.26	\$ 439	\$ 2,194
	02-105	Demo Curb and Gutter - Direct Bury	1,745	LF	\$ 15,875	248.59	\$ 2,262	248.59	\$ 2,262	1,508.12	\$ 1,508	165.73	\$ 1,508	\$ 7,541
	02-106	Demo Curb and Gutter - Tunnel	331	LF	\$ 3,009	47.11	\$ 429	47.11	\$ 429	285.83	\$ 286	31.41	\$ 286	\$ 1,429
	02-107	Demo Drive Pan "V" - Direct Bury	155	SY	\$ 3,387	22.10	\$ 483	22.10	\$ 483	321.73	\$ 322	14.73	\$ 322	\$ 1,609
	02-108	Demo Drive Pan "V" - Tunnel	29	SY	\$ 642	4.19	\$ 91	4.19	\$ 91	60.98	\$ 61	2.79	\$ 61	\$ 305
	02-109	Demo Landscaping - Direct Bury	39,300	SF	\$ 49,125	5,600.25	\$ 7,000	5,600.25	\$ 7,000	4,666.88	\$ 4,667	3,733.50	\$ 4,667	\$ 23,334
	02-110	Demo Landscaping - Tunnel	7,806	SF	\$ 9,758	1,112.36	\$ 1,390	1,112.36	\$ 1,390	926.96	\$ 927	741.57	\$ 927	\$ 4,635
	02-111	Haul + Dump Fees (Concrete + Asphalt Demo)	3,476	CY	\$ 156,436	495.38	\$ 22,292	495.38	\$ 22,292	14,861.38	\$ 14,861	330.25	\$ 14,861	\$ 74,307
	02-112	Haul Excess Spoils Offsite	15,958	CY	\$ 510,664	2,274.05	\$ 72,770	2,274.05	\$ 72,770	48,513.07	\$ 48,513	1,516.03	\$ 48,513	\$ 242,565
	02-113	Demo Steam Tunnel Lid	24,474	SF	\$ 440,532	3,487.55	\$ 62,776	3,487.55	\$ 62,776	41,850.54	\$ 41,851	2,325.03	\$ 41,851	\$ 209,253
	02-114	Demo/Adjust Misc. valve boxes, util boxes	75	EA	\$ 60,375	10.69	\$ 8,603	10.69	\$ 8,603	5,735.63	\$ 5,736	7.13	\$ 5,736	\$ 28,678
	02-115	R&R irrigation (temp for trenching)	100	EA	\$ 125,000	14.25	\$ 17,813	14.25	\$ 17,813	11,875.00	\$ 11,875	9.50	\$ 11,875	\$ 59,375
	02-116	Tree Removal	15	EA	\$ 18,000	2.14	\$ 2,565	2.14	\$ 2,565	1,710.00	\$ 1,710	1.43	\$ 1,710	\$ 8,550
		Subtotal 02-1			\$ 1,656,029		\$ 235,984		\$ 235,984		\$ 157,323		\$ 157,323	\$ 786,614
03-0000		CONCRETE												
	03-001	Place Sidewalk 6"	6,084	SY	\$ 520,870	867.00	\$ 74,224	867.00	\$ 74,224	49,482.68	\$ 49,483	578.00	\$ 49,483	\$ 247,413
	03-002	ABC Leveling Course 2"	406	CY	\$ 25,156	57.80	\$ 3,585	57.80	\$ 3,585	2,389.84	\$ 2,390	38.53	\$ 2,390	\$ 11,949
	03-003	Replace Steam Tunnel Soffit (Form/Reinf./Place)	1,088	CY	\$ 1,250,893	155.00	\$ 178,252	155.00	\$ 178,252	118,834.87	\$ 118,835	103.33	\$ 118,835	\$ 594,174
	03-004	Replace Curb and Gutter	2,075	LF	\$ 18,884	295.71	\$ 2,691	295.71	\$ 2,691	1,793.95	\$ 1,794	197.14	\$ 1,794	\$ 8,970
	03-005	Replace "V" Drive Pan	184	SY	\$ 21,578	26.28	\$ 3,075	26.28	\$ 3,075	2,049.87	\$ 2,050	17.52	\$ 2,050	\$ 10,249
	03-006	Replace Misc. Concrete (Driveway, PCCP)	166	SY	\$ 19,420	23.66	\$ 2,767	23.66	\$ 2,767	1,844.89	\$ 1,845	15.77	\$ 1,845	\$ 9,224
	03-007	Concrete Testing (30 CY/Day)	70	DAY	\$ 49,041	9.98	\$ 6,988	9.98	\$ 6,988	4,658.92	\$ 4,659	6.66	\$ 4,659	\$ 23,295
	03-008	High Early Adder for 10% of Concrete	1,933	CY	\$ 38,655	275.42	\$ 5,508	275.42	\$ 5,508	3,672.25	\$ 3,672	183.61	\$ 3,672	\$ 18,361
		Subtotal 03			\$ 1,944,498		\$ 277,091		\$ 277,091		\$ 184,727		\$ 184,727	\$ 923,636
32-0000		EXTERIOR IMPROVEMENTS												
	32-001	Unsuitable Material Excavation and disposal	6,383	CY	\$ 255,332	909.62	\$ 36,385	909.62	\$ 36,385	24,256.54	\$ 24,257	606.41	\$ 24,257	\$ 121,283
	32-002	Replace Asphalt (Trench Patch - 6")	1,194	TON	\$ 268,729	170.19	\$ 38,294	170.19	\$ 38,294	25,529.23	\$ 25,529	113.46	\$ 25,529	\$ 127,646
	32-003	Place and compact Class 6 Base (12" depth)	2,389	TON	\$ 155,265	340.39	\$ 22,125	340.39	\$ 22,125	14,750.22	\$ 14,750	226.93	\$ 14,750	\$ 73,751
	32-004	Replace Landscaping and Plantings (per sf)	47,106	SF	\$ 117,765	6,712.61	\$ 16,782	6,712.61	\$ 16,782	11,187.68	\$ 11,188	4,475.07	\$ 11,188	\$ 55,938
	32-005	Replace Curb and Gutter	2,075	LF	\$ 64,329	295.71	\$ 9,167	295.71	\$ 9,167	6,111.24	\$ 6,111	197.14	\$ 6,111	\$ 30,556
	32-006	Asphalt Testing	15	DAY	\$ 12,690	2.13	\$ 1,808	2.13	\$ 1,808	1,205.55	\$ 1,206	1.42	\$ 1,206	\$ 6,028
	32-007	Miscellaneous CLSM Backfill	600	CY	\$ 180,000	85.50	\$ 25,650	85.50	\$ 25,650	17,100.00	\$ 17,100	57.00	\$ 17,100	\$ 85,500
	32-008	Temp CLSM for 75% of trench patching HMA	1,792	CY	\$ 537,457	255.29	\$ 76,588	255.29	\$ 76,588	51,058.45	\$ 51,058	170.19	\$ 51,058	\$ 255,292
	32-009	Mill and Haul off Temp Paving CLSM	1,792	CY	\$ 116,449	255.29	\$ 16,594	255.29	\$ 16,594	11,062.66	\$ 11,063	170.19	\$ 11,063	\$ 55,313
		Subtotal 32			\$ 1,708,016		\$ 243,392		\$ 243,392		\$ 162,262		\$ 162,262	\$ 811,308





DEMP Program

PHASED ESTIMATE: PHASES 1 & 2 Only

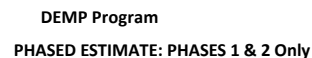
Basis of Estimate: Hot Water Buildout - Exhibit dated July 2021

Prepared By: BR/GL Date: 12/27/2022

Estimate Class: 5

CSI 2004	Item #	Description	Overall			PHASE 1: 2024 + 2025				PHASE 2: 2026 + 2027				TOTAL COST PHASE 1 + 2
			Quantity	Unit	Total Cost (2022 Dollars)	QTY 2024	Cost 2024	QTY 2025	Cost 2025	QTY 2026	Cost 2026	QTY 2027	Cost 2027	
33-0000		<b>EARTHWORK/UTILITIES - Combined with Earthwork Direct Bury</b>												
	33-001	Excavate/Bed/Lay/Backfill	30,129	LF	\$ 2,952,642	6,628.38	\$ 649,581	6,628.38	\$ 649,581	280,500.99	\$ 280,501	2,862.26	\$ 280,501	\$ 1,860,164
	33-002	Bedding 6"-10"	19,950	TN	\$ 1,037,390	4,388.96	\$ 228,226	4,388.96	\$ 228,226	98,552.05	\$ 98,552	1,895.23	\$ 98,552	\$ 653,566
	33-003	Bedding 12"-16"	4,928	TN	\$ 256,277	1,084.25	\$ 56,381	1,084.25	\$ 56,381	24,346.30	\$ 24,346	468.20	\$ 24,346	\$ 161,454
	33-004	Bedding 30"	7,038	TN	\$ 365,991	1,548.42	\$ 80,518	1,548.42	\$ 80,518	34,769.14	\$ 34,769	668.64	\$ 34,769	\$ 230,574
	33-005	Compaction Testing	124	EA	\$ 19,234	27.30	\$ 4,232	27.30	\$ 4,232	1,827.24	\$ 1,827	11.79	\$ 1,827	\$ 12,117
	33-006	Welding (small bore) - 2 hours per 25LF	2,410	HR	\$ 349,496	530.27	\$ 76,889	530.27	\$ 76,889	33,202.16	\$ 33,202	228.98	\$ 33,202	\$ 220,183
	33-007	Welding (16"+) - 4 Hours per 25 LF	3,192	HR	\$ 462,836	702.23	\$ 101,824	702.23	\$ 101,824	43,969.38	\$ 43,969	303.24	\$ 43,969	\$ 291,586
	33-011	Trench Box Rental (Short)	401	DAY	\$ 57,744	88.22	\$ 12,704	88.22	\$ 12,704	5,485.68	\$ 5,486	38.10	\$ 5,486	\$ 36,379
	33-012	Hydraulic Shoring Rental (5' short Boxes)	401	DAY	\$ 208,520	88.22	\$ 45,874	88.22	\$ 45,874	19,809.40	\$ 19,809	38.10	\$ 19,809	\$ 131,368
	33-013	6" Pipe - Direct Bury (Supply)	20,076	LF	\$ 1,882,928	2,265	\$ 212,434.35	2,265	\$ 212,434.35	1,763	\$ 165,351.77	1,763	\$ 165,351.77	\$ 755,572
	33-014	8" Pipe - Direct Bury (Supply)	2,390	LF	\$ 269,783	307	\$ 34,654.16	307	\$ 34,654.16	-	\$ -	-	\$ -	\$ 69,308
	33-015	12" Pipe - Direct Bury (Supply)	642	LF	\$ 95,010	321	\$ 47,504.79	321	\$ 47,504.79	-	\$ -	-	\$ -	\$ 95,010
	33-016	14" Pipe - Direct Bury (Supply)	280	LF	\$ 44,394	140	\$ 22,197.00	140	\$ 22,197.00	-	\$ -	-	\$ -	\$ 44,394
	33-017	16" Pipe - Direct Bury (Supply)	2,778	LF	\$ 503,124	798	\$ 144,525.78	798	\$ 144,525.78	-	\$ -	-	\$ -	\$ 289,052
	33-018	30" Pipe - Direct Bury (Supply)	3,963	LF	\$ 1,224,567	2,155	\$ 665,895.00	2,155	\$ 665,895.00	793	\$ 245,037.00	793	\$ 431.22	\$ 1,577,258
	33-019	Bends and Tees 6" to 16"	176	EA	\$ 51,920	38.72	\$ 11,422	38.72	\$ 11,422	4,932.40	\$ 4,932	16.72	\$ 4,932	\$ 32,710
	33-020	Bends and Tees 30"	60	EA	\$ 174,000	13.20	\$ 38,280	13.20	\$ 38,280	16,530.00	\$ 16,530	5.70	\$ 16,530	\$ 109,620
	33-022	Temp Valving - +10% pipe cost	1	LS	\$ 424,573	0.22	\$ 93,406	0.22	\$ 93,406	40,334.39	\$ 40,334	0.10	\$ 40,334	\$ 267,481
	33-023	Temp Testing and Phasing - +10% pipe cost	1	LS	\$ 424,573	0.22	\$ 93,406	0.22	\$ 93,406	40,334.39	\$ 40,334	0.10	\$ 40,334	\$ 267,481
	33-024	Temp Testing and Phasing - +10% pipe cost	1	LS	\$ 324,150	0.22	\$ 71,313	0.22	\$ 71,313	30,794.25	\$ 30,794	0.10	\$ 30,794	\$ 204,215
		<b>Subtotal 33-0</b>			<b>\$ 11,129,150</b>		<b>\$ 2,691,267</b>		<b>\$ 2,691,267</b>		<b>\$ 1,085,777</b>		<b>\$ 841,171</b>	<b>\$ 7,309,481</b>
		<b>Steam Tunnel Placement</b>	-	0										
	33-101	Place Pipe - 6" to 16"	18,634	LF	\$ 2,172,724	1,211.21	\$ 141,227	1,211.21	\$ 141,227	206,408.82	\$ 206,409	1,770.23	\$ 206,409	\$ 695,272
	33-102	Place Pipe - 30"	5,636	LF	\$ 1,095,263	366.34	\$ 71,192	366.34	\$ 71,192	104,049.95	\$ 104,050	535.42	\$ 104,050	\$ 350,484
	33-103	Steam Tunnel Ventilation (for confined space)	303	DAY	\$ 45,506	19.72	\$ 2,958	19.72	\$ 2,958	4,323.09	\$ 4,323	28.82	\$ 4,323	\$ 14,562
	33-104	Spyder Crane (small bore)	150	DAY	\$ 52,500	9.75	\$ 3,413	9.75	\$ 3,413	4,987.50	\$ 4,988	14.25	\$ 4,988	\$ 16,800
	33-105	Small Hydro Crane (24" +)	100	DAY	\$ 210,000	6.50	\$ 13,650	6.50	\$ 13,650	19,950.00	\$ 19,950	9.50	\$ 19,950	\$ 67,200
	33-106	Welding (small bore) - 2 hours per 25LF	1,491	HR	\$ 216,154	96.90	\$ 14,050	96.90	\$ 14,050	20,534.67	\$ 20,535	141.62	\$ 20,535	\$ 69,169
	33-107	Welding (16"+) - 4 Hours per 25 LF	902	HR	\$ 130,755	58.61	\$ 8,499	58.61	\$ 8,499	12,421.74	\$ 12,422	85.67	\$ 12,422	\$ 41,842
	33-110	Fabricate and install pipe racks (Special) (small bore)	1,863	EA	\$ 288,827	121.12	\$ 18,774	121.12	\$ 18,774	27,438.57	\$ 27,439	177.02	\$ 27,439	\$ 92,425
	33-111	Fabricate and install pipe racks (Special) (heavy duty)	705	EA	\$ 264,188	45.79	\$ 17,172	45.79	\$ 17,172	25,097.81	\$ 25,098	66.93	\$ 25,098	\$ 84,540
	33-112	6" Pipe - Tunnel Install (Supply)	5,820	LF	\$ 286,868	178	\$ 8,773.62	178	\$ 8,773.62	497	\$ 24,497.13	497	\$ 24,497.13	\$ 66,542
	33-113	8" Pipe - Tunnel Install (Supply)	3,800	LF	\$ 232,636	-	\$ -	-	\$ -	-	\$ -	-	\$ -	\$ -
	33-114	12" Pipe - Tunnel Install (Supply)	4,216	LF	\$ 370,966	1,523	\$ 134,008.77	1,523	\$ 134,008.77	585	\$ 51,474.15	585	\$ 211.33	\$ 319,703
	33-115	14" Pipe - Tunnel Install (Supply)	0	LF	\$ 0	-	\$ -	-	\$ -	-	\$ -	-	\$ -	\$ -
	33-116	16" Pipe - Tunnel Install (Supply)	4,798	LF	\$ 561,894	-	\$ -	-	\$ -	610	\$ 71,437.10	610	\$ -	\$ 71,437
	33-117	30" Pipe - Tunnel Install (Supply)	5,636	LF	\$ 1,234,284	147	\$ 32,193.00	147	\$ 32,193.00	544	\$ 119,136.00	544	\$ 14.19	\$ 183,536
	33-118	Bends and Tees 6" to 16"	84	EA	\$ 84,000	5.46	\$ 5,460	5.46	\$ 5,460	7,980.00	\$ 7,980	7.98	\$ 7,980	\$ 26,880
	33-119	Bends and Tees 30"	25	EA	\$ 72,500	1.63	\$ 4,713	1.63	\$ 4,713	6,887.50	\$ 6,888	2.38	\$ 6,888	\$ 23,200
	33-120	Entry and Exit to Tunnel	80	EA	\$ 1,200,000	5.20	\$ 78,000	5.20	\$ 78,000	114,000.00	\$ 114,000	7.60	\$ 114,000	\$ 384,000
	33-121	Temp Valving - +10% pipe cost	1	LS	\$ 404,315	0.07	\$ 26,280	0.07	\$ 26,280	38,409.90	\$ 38,410	0.10	\$ 38,410	\$ 129,381
	33-122	Temp Testing and Phasing - +10% pipe cost	1	LS	\$ 404,315	0.07	\$ 26,280	0.07	\$ 26,280	38,409.90	\$ 38,410	0.10	\$ 38,410	\$ 129,381
		<b>Subtotal 33-1</b>			<b>\$ 9,327,694</b>		<b>\$ 606,643</b>		<b>\$ 606,643</b>		<b>\$ 897,444</b>		<b>\$ 655,622</b>	<b>\$ 2,766,353</b>
		<b>Subtotal Yard Piping and Building Connections</b>			<b>\$ 34,942,615</b>									





Estimate Class: 5

Sheet 6 of 6



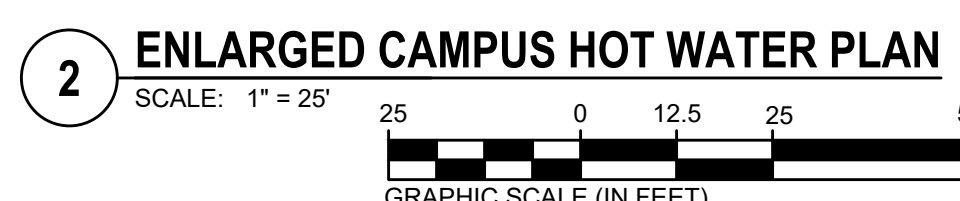
Project  
**DISTRICT ENERGY  
MASTER PLAN**

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PROJECT NO:  
WORK ORDER NO:

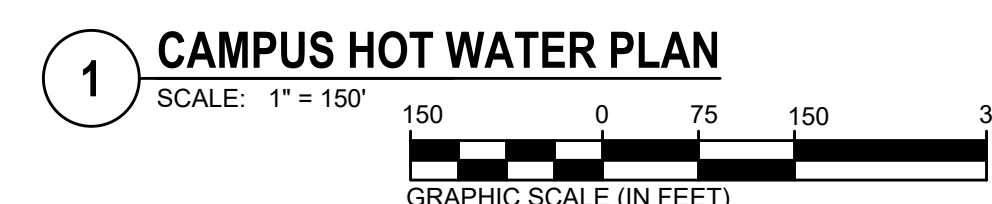
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Sheet Title  
**HOT WATER  
DISTRIBUTION  
PHASING**



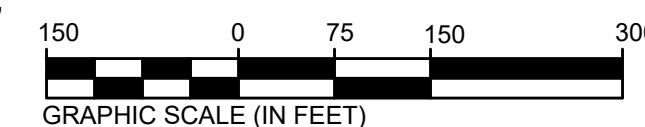
The first step in the hot water distribution phasing is to construct the new pump house building north of Central Receiving Storage. This building will eventually hold both hot water secondary pumps and chilled water secondary pumps, as well as having hot water and chiller water thermal energy storage tanks to the north. While the first two phases of the hot water distribution work is being completed, the pump house building will have a temporary steam to hot water converting station in the place of the chilled water secondary pumps. Utilizing the 12" steam pipe fed from the North in Libbie Coy Way, will allow for Phase 1 (red) of the new hot water pipe distribution to begin to the South, replacing sections of steam pipe where necessary. During this phased approach, temporary steam valves may need to be put in place to allow steam service to remain to certain buildings while being shut off to others. The main goal of Phase 1 is to get hot water distribution to Clark Hall. Phase 2 (magenta) shall start where Phase 1 left off, to the North of Clark Hall, and work its way North and East toward the Heating Plant. The Heating Plant will have a permanent 240,000 MBH firm capacity steam to hot water converting station, but due to space restrictions, the secondary hot water pumps for this converting will be in Chiller Plant 1. As shown in Detail 2 on this sheet, hot water return will enter the Heating Plant and the hot water supply exiting the plant will be directed to Chiller Plant 1, where it will be pumped to campus. Once Phase 2 of the hot water distribution is completed, the permanent steam to hot water converting station shall be set up in the Heating Plant. Once Phase 3 (blue) begins, the temporary steam to hot water converting station, in the new Pump House building, will be deactivated. Phase 3 will start to the South, in Libbie Coy Way, where Phase 1 was left. This will allow steam service to remain to the buildings to the North as Phase 3 begins to work its way back towards the Heating Plant. Phase 4 (green) shall start in University Avenue, at the junction between Phase 1 and 2, and begin making its way clockwise back to the Heating Plant. This again will allow for steam service to remain to buildings as the hot water distribution continues to be extended.

Phase 1	Phase 2	Phase 3	Phase 4
28%	21%	33%	18%





## 1 CAMPUS HOT WATER PLAN



# 69 CHILL PLANT

## 2 ENLARGED CAMPUS HOT WATER PLAN

SCALE: 1" = 25'



GRAPHIC SCALE (IN FEET)

The first step in the hot water distribution phasing is to construct the new pump house building north of Central Receiving Storage. This building will eventually hold both hot water secondary pumps and chilled water secondary pumps, as well as having hot water and chiller water thermal energy storage tanks to the north. While the first two phases of the hot water distribution work is being completed, the pump house building will have a temporary steam to hot water converting station in the place of the chilled water secondary pumps. Utilizing the 12" steam pipe fed from the North in Libbie Coy Way, will allow for Phase 1 (red) of the new hot water pipe distribution to begin to the South, replacing sections of steam pipe where necessary. During this phased approach, temporary steam valves may need to be put in place to allow steam service to remain to certain buildings while being shut off to others. The main goal of Phase 1 is to get hot water distribution to Clark Hall. Phase 2 (magenta) shall start where Phase 1 left off, to the North of Clark Hall, and work its way North and East toward the Heating Plant. The Heating Plant will have a permanent 240,000 MBH firm capacity steam to hot water converting station, but due to space restrictions, the secondary hot water pumps for this converting will be in Chiller Plant 1. As shown in Detail 2 on this sheet, hot water return will enter the Heating Plant and the hot water supply exiting the plant will be directed to Chiller Plant 1, where it will be pumped to campus. Once Phase 2 of the hot water distribution is completed, the permanent steam to hot water converting station shall be set up in the Heating Plant. Once Phase 3 (blue) begins, the temporary steam to hot water converting station, in the new Pump House building, will be deactivated. Phase 3 will start to the South, in Libbie Coy Way, where Phase 1 was left. This will allow steam service to remain to the buildings to the North as Phase 3 begins to work its way back towards the Heating Plant. Phase 4 (green) shall start in University Avenue, at the junction between Phase 1 and 2, and begin making its way clockwise back to the Heating Plant. This again will allow for steam service to remain to buildings as the hot water distribution continues to be extended.

Phase 1	Phase 2	Phase 3	Phase 4
28%	21%	33%	18%

LEGEND:		
PIPE SIZE	DIRECT BURY	TUNNEL
6"		
8"		
12"		
14"		
16"		
30"		

1. All building feeds are 6".
2. All single lines shown represent HW supply and HW return.
3. Assumed pipe sizes shown on drawings in yellow text boxes w/ blue lettering.



## CAMPUS HOT WATER PLAN

79  
JOHNSON  
HALL

69  
CHILL  
PLANT

2 SCALE: 1" = 25'

25 0 12.5 25 50  
GRAPHIC SCALE (IN FEET)

## Cost Breakdown by Phase

Phase 4  
18%

**ASSUMPTIONS:**

1. All building feeds are 4" and smaller.
2. All single lines shown represent HW supply and HW return.
3. Assumed pipe sizes shown on drawings in yellow text boxes w/ blue lettering.

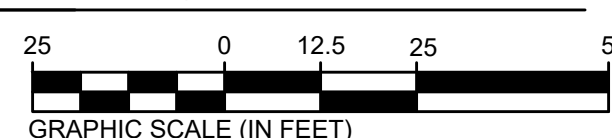
SCALE: 1" = 150'

SCALE: 1" = 150'

GRAPHIC SCALE (IN FEET)



## 1 CAMPUS HOT WATER PLAN

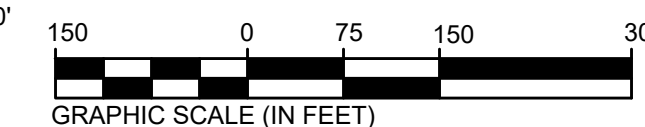


The first step in the hot water distribution phasing is to construct the new pump house building north of Central Receiving Storage. This building will eventually hold both hot water secondary pumps and chilled water secondary pumps, as well as having hot water and chiller water thermal energy storage tanks to the north. While the first two phases of the hot water distribution work is being completed, the pump house building will have a temporary steam to hot water converting station in the place of the chilled water secondary pumps. Utilizing the 12" steam pipe fed from the North in Libbie Coy Way, will allow for Phase 1 (red) of the new hot water pipe distribution to begin to the South, replacing sections of steam pipe where necessary. During this phasing approach, temporary steam valves may need to be put in place to allow steam service to remain to certain buildings while being shut off to others. The main goal of Phase 1 is to get hot water distribution to Clark Hall. Phase 2 (magenta) shall start where Phase 1 left off, to the North of Clark Hall, and work its way North and East toward the Heating Plant. The Heating Plant will have a permanent 240,000 MBH firm capacity steam to hot water converting station, but due to space restrictions, the secondary hot water pumps for this converting will be in Chiller Plant 1. As shown in Detail 2 on this sheet, hot water return will enter the Heating Plant and the hot water supply exiting the plant will be directed to Chiller Plant 1, where it will be pumped to campus. Once Phase 2 of the hot water distribution is completed, the permanent steam to hot water converting station shall be set up in the Heating Plant. Once Phase 3 (blue) begins, the temporary steam to hot water converting station, in the new Pump House building, will be deactivated. Phase 3 will start to the South, in Libbie Coy Way, where Phase 1 was left. This will allow steam service to remain to the buildings to the North as Phase 3 begins to work its way back towards the Heating Plant. Phase 4 (green) shall start in University Avenue, at the junction between Phase 1 and 2, and begin making its way clockwise back to the Heating Plant. This again will allow for steam service to remain to buildings as the hot water distribution continues to be extended.

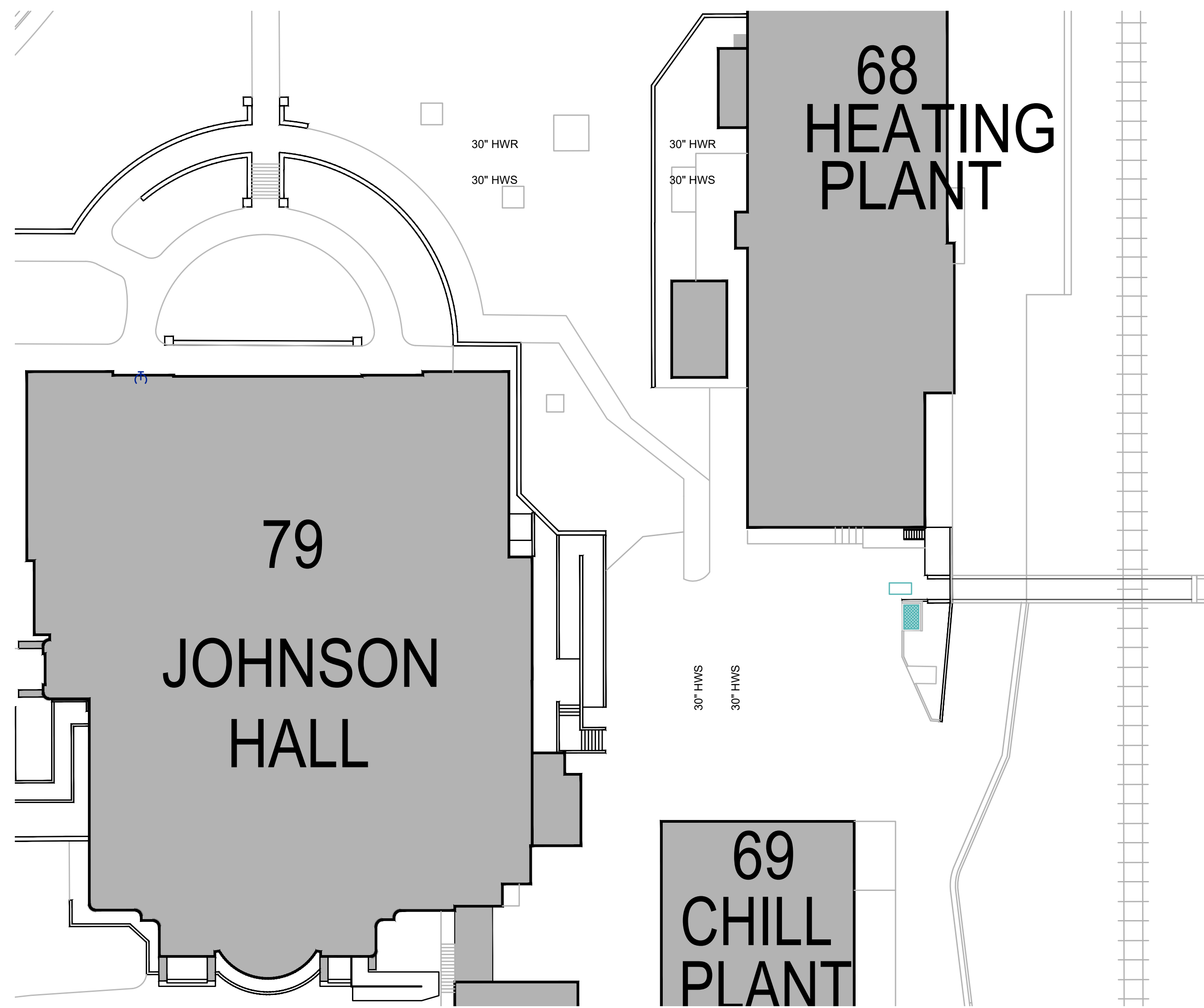
Phase 1	Phase 2	Phase 3	Phase 4
28%	21%	33%	18%

## ASSUMPTIONS

1. All building feeds are 4" and smaller.
2. All single lines shown represent HW supply and HW return.
3. Assumed pipe sizes shown on drawings in yellow text boxes w/ blue lettering.







**2 ENLARGED CAMPUS HOT WATER PLAN**  
SCALE: 1" = 25'  
GRAPHIC SCALE (IN FEET)

### Narrative

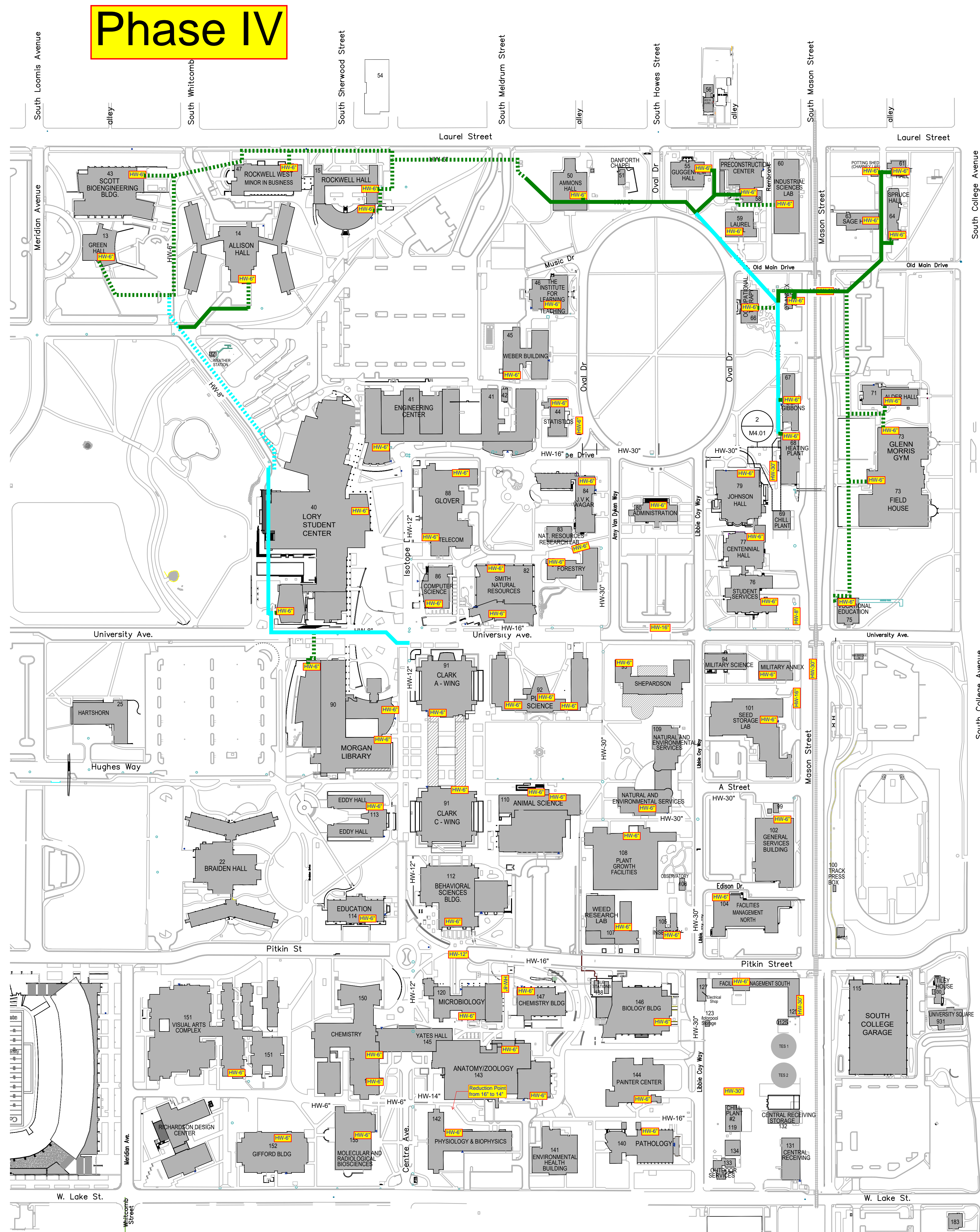
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### Cost Breakdown by Phase

Phase 1	Phase 2	Phase 3	Phase 4
28%	21%	33%	18%

LEGEND:		
PIPE SIZE	DIRECT BURY	TUNNEL
6"		
8"		
12"		
14"		
16"		
30"		

- ASSUMPTIONS:**
1. All building feeds are 4" and smaller.
  2. All single lines shown represent HW supply and HW return.
  3. Assumed pipe sizes shown on drawings in yellow text boxes w/ blue lettering.





Restoration



BUILDING OFFICIAL STAMP

Rev	Date	Description of Issue
A	XX/XX/20XX	XXX

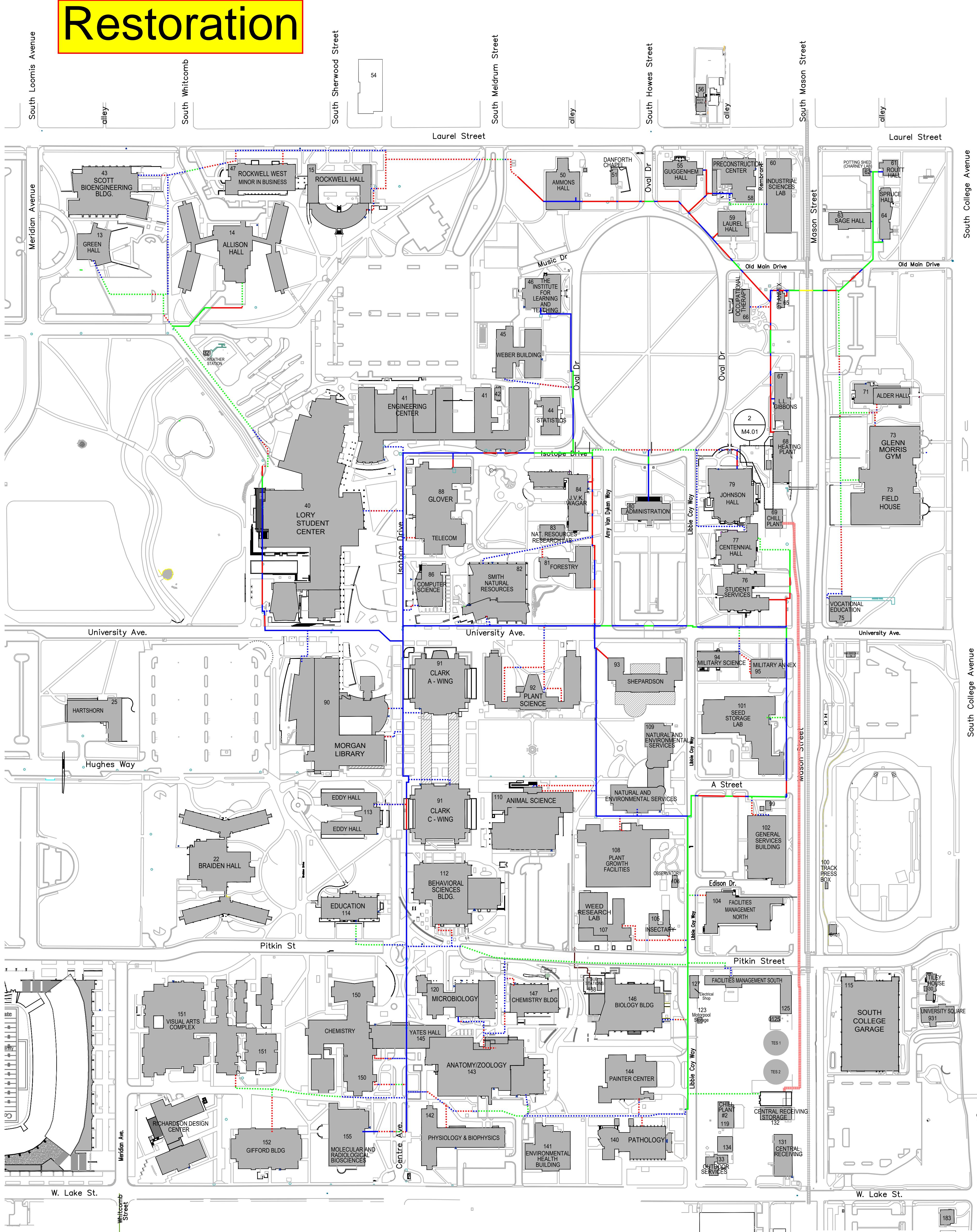
Project DISTRICT ENERGY MASTER PLAN  
PROJECT NO: WORK ORDER NO: 931  
Sheet Title HOT WATER DISTRIBUTION PHASING

Scale 1" = 150'

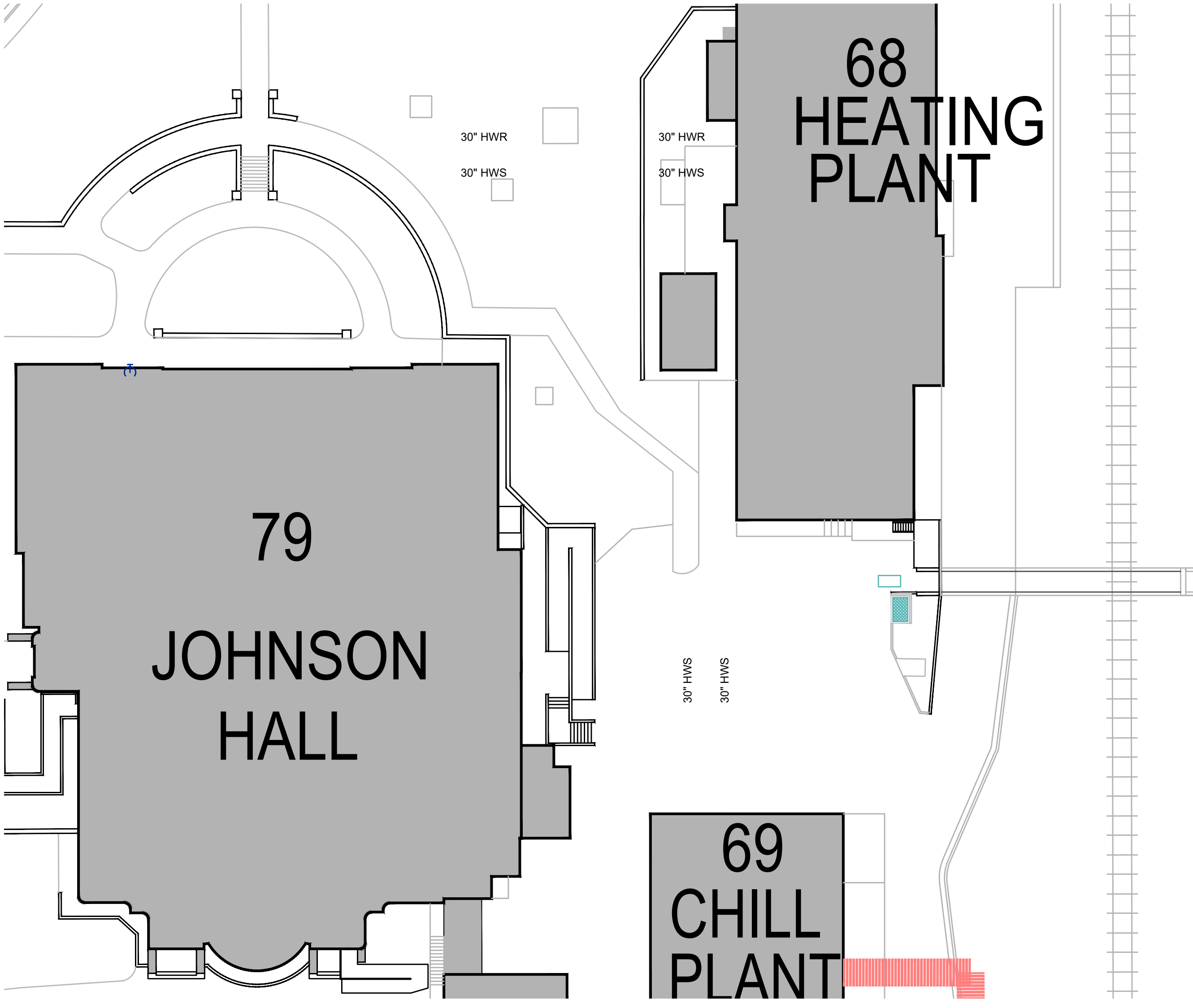
Date Drawn By XX/XX/2X

Project No. Checked By 21440-00

Sheet No. M4.01



1 CAMPUS HOT WATER PLAN  
SCALE: 1" = 150'  
GRAPHIC SCALE (IN FEET)



2 ENLARGED CAMPUS HOT WATER PLAN  
SCALE: 1" = 25'  
GRAPHIC SCALE (IN FEET)

Narrative

The first step in the hot water distribution phasing is to construct the new pump house building north of Central Receiving Storage. This building will eventually hold both hot water secondary pumps and chilled water secondary pumps, as well as having hot water and chiller water thermal energy storage tanks to the north. While the first two phases of the hot water distribution work is being completed, the pump house building will have a temporary steam to hot water converting station in the place of the chilled water secondary pumps. Utilizing the 12" steam pipe fed from the North in Libbie Coy Way, will allow for Phase 1 (red) of the new hot water pipe distribution to begin to the South, replacing sections of steam pipe where necessary. During this phased approach, temporary steam valves may need to be put in place to allow steam service to remain to certain buildings while being shut off to others. The main goal of Phase 1 is to get hot water distribution to Clark Hall. Phase 2 (magenta) shall start where Phase 1 left off, to the North of Clark Hall, and work its way North and East toward the Heating Plant. The Heating Plant will have a permanent 240,000 MBH firm capacity steam to hot water converting station, but due to space restrictions, the secondary hot water pumps for this converting will be in Chiller Plant 1. As shown in Detail 2 on this sheet, hot water return will enter the Heating Plant and the hot water supply exiting the plant will be directed to Chiller Plant 1, where it will be pumped to campus. Once Phase 2 of the hot water distribution is completed, the permanent steam to hot water converting station shall be set up in the Heating Plant. Once Phase 3 (blue) begins, the temporary steam to hot water converting station, in the new Pump House building, will be deactivated. Phase 3 will start to the South, in Libbie Coy Way, where Phase 1 was left. This will allow steam service to remain to the buildings to the North as Phase 3 begins to work its way back towards the Heating Plant. Phase 4 (green) shall start in University Avenue, at the junction between Phase 1 and 2, and begin making its way clockwise back to the Heating Plant. This again will allow for steam service to remain to buildings as the hot water distribution continues to be extended.

BLUE - CONCRETE  
GREEN - ASPHALT  
RED - LANDSCAPING



# Section 13

## *Executive Session*

This section intentionally left blank



# Section 14

## *Evaluation Committee*

This section intentionally left blank



# APPENDICES

- Appendix I: Construction Reports
- Appendix II: Correspondence
- Appendix III: Higher Ed Readings



# APPENDIX I

## *Correspondence*



**CSUS Board of Governors Correspondence Received**

<u>Date Received</u>	<u>Email/Letter</u>	<u>From</u>	<u>Subject</u>
12-16-22	Email	Jared Cumpsten	Thank you – Presidential Search Process
1-8-23	Email	Ilia Geltser	Feedback on Leadership Webinar
Correspondence to the Board of Governors that contains sensitive and personal information required to be kept confidential by federal or state law, rules, regulations, and policies are provided to the Board in the Executive Session materials.			



**From:** [Cumpsten, Jared](#)  
**To:** [CSUS Board](#)  
**Subject:** Thank You! - CSU Presidential Search  
**Date:** Friday, December 16, 2022 9:07:07 PM

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I would like to thank all the Board members for your time and vision throughout the Search for the 16th President of Colorado State University. I especially want to extend my sincere appreciation to Governor Valdez for his dedication and commitment for chairing the search committee. I was extremely impressed throughout the search process with the outreach, communication, and transparency to the extent the committee was able to. As a CSU alumni and employee, it was important to me that we remember our roots and who we are as a Land Grant University. In listening to the Board meeting today, it was apparent this was also important to the Board. I have the utmost respect and trust in Governor Valdez, the search committee, and the Board of Governors in the selection of our next President, Amy Parsons. Thank you all for all your time and commitment to Colorado State University and I am excited for the future of our institution.

Thank you,

**Jared Cumpsten**

Project Manager

Remodel and Construction Services  
Colorado State University  
251 Edison Drive, Fort Collins, CO 80523  
Mobile: [\(970\) 556-4672](tel:9705564672)  
Email: [jared.cumpsten@colostate.edu](mailto:jared.cumpsten@colostate.edu)



**From:** [Lloyd, Katie](#)  
**To:** [iliageltser@gmail.com](mailto:iliageltser@gmail.com)  
**Cc:** [Hughes, Blanche](#); [Geary, Melanie](#); [Daniels, Heather](#)  
**Subject:** Re: Join us for CSU Leadership Webinar on January 10  
**Date:** Friday, January 13, 2023 4:16:27 PM  
**Attachments:** [image001.png](#)

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Dear Ilia,

Thank you for the feedback about our events calendar. It's been helpful for us to consider the implications of that public-facing calendar, which is not representative of the depth and breadth of services we offer. In truth, our career services operation is cutting-edge. Student demographics and ways of engaging have changed rather dramatically over the past several years. Students are incredibly busy with their studies, labs, and part-time jobs/internships, and life obligations, and the fact is that most students do not attend events, no matter the caliber of employers present. As a Career Center serving all 34,000 CSU students, it's become imperative for us to do our work differently, and not rely on students to come to extra events and services (though we do still have a healthy offering, for those who choose to engage). Our paradigm is to instead make career education intrusive to the student experience, getting in front of students where they are – in the classroom, in advising sessions, and in their student organizations. This is a better way of reaching all students, not only the minute percentage of students who would likely attend an employer event. In fact, many employers have moved away from hosting in-person optional-attendance events at universities at all, due the declining interest from students. To meet our goals here, we have shared, embedded roles with seven of the academic colleges at CSU (this includes the Walter Scott, Jr. College of Engineering, and the College of Veterinary Medicine and Biomedical Science, where the majors you reference below reside at CSU). These roles are responsible for building a career ecosystem in their respective college, upskilling faculty and advising staff (touch points for all students) to have career conversations, embedding career education into the course curriculum, and bringing employers into classrooms to present and engage directly with larger groups of students. Most employers prefer this method, as well. These embedded career education staff members host a number of smaller events (many including employers, and almost always in partnership with faculty) in their colleges each semester, and we don't include these on our overarching event calendar, as they don't apply to all students – students learn about them through their academic colleges from career websites and faculty/staff collaboration. Many colleges and universities across the nation are currently benchmarking our embedded, shared career services model, as it is becoming the best practice in the field of career services.

A few other things that might be of interest to you for your upcoming students:

- What may be misleading about our All-Majors Career Fair is that it is a two-day event that covers several industries. This is important to point out because our fair is not solely for one industry like many of the fairs listed on the Purdue, Georgia Tech, and NC State websites. Thus, comparing the number of fairs that each school is not an accurate way to compare the quality of work being done with employers and students. We currently have 135 approved employer registrations for our Spring 2023 Career Fair and we can host up to 120 different employers each day of the fair. Last semester we had 190 employers attend our Fall Career Fair with several employers attending both days of the fair.



- Handshake (an early talent recruitment platform, contracted by CSU, allowing every student to have an account) gives a much clearer picture of the employers we work with, and there are currently over 23,000 live full-time jobs posted to CSU, coming from over 15,000 employers (employers that are specifically recruiting from CSU).
- We also partner with the Walter Scott, Jr. College of Engineering to host an Engineering Career Fair each semester, which can be seen here: <https://www.engr.colostate.edu/engineering-success-center/career-fair/> (The fall Engineering Career Fair was the first one in a decade or more to be hosted in partnership with the Career Center, and had a years-long record for number of employers present – 118 engineering employers at that fair, alone.)
- We do a lot of work to support students in finding internships (and co-ops in engineering). This includes collaborating with a decentralized structure of over 50 internship coordinators across the campus who are faculty or staff members in their respective departments, working with employers to ensure internships are adequately paid, and supporting students in their internship search in both 1:1 career advising sessions and workshops and classroom engagement. We do drop-in career advising 5 days a week, and students can also make an appointment any time to meet with a generalist, or with a Career Education Manager from their respective college, if they have a major declared. (More info here: <https://career.colostate.edu/connect-1-on-1/>). Students also have 24/7 access to our searchable/sortable Career Resource Library, which contains hundreds of curated tools for CSU students: <https://career.colostate.edu/resource-center/>) These tools include Parker-Dewey, which is a platform used by CSU to connect students to employers hosting micro-internships – short-term, paid experiences that build skills in industry: <https://career.colostate.edu/parker-dewey-micro-internships/>). We routinely present internship search methods in classrooms, as well.
- 2021 graduates from the CSU College of Veterinary Medicine and Biomedical Sciences had a 90% plans secured rate (job, graduate school, etc.) and Walter Scott, Jr. College of Engineering graduates had a 91% plans secured rate six months after graduation (data from the most recent Colorado State University First Destination & Satisfaction Report).

I would welcome a follow-up phone call, if helpful for your decision-making process. I certainly hope your children will consider CSU, and if they do, I think you'll find they have excellent career supports and industry access while they're here.

Katie

**KATIE LLOYD**

*She/Her/Hers*

Associate Executive Director of Career Services

Director of Career Education

P: 970-491-5493





Dear Admissions,

It is easy to apply and get accepted to CSU. Thank you! 3 of my kids (GPA 4.6-4.8; ACT 34-36) have applied (in state) and were accepted into CSU.

The choice of courses in the field of interest to my kids is outstanding (Biomedical, Biomolecular, etc.).

The cost of attendance is very low.

All good?

No !

Unfortunately, CSU career services (and pre-professional services) are beyond weak. Just compare these 3 links and think which college would you rather attend if you are pursuing a terminal degree and are looking to join the industry.

Look at the caliber of employers coming to NC State, GaTech, Purdue.

CSU does NOT attract anywhere close to the caliber of employers that it could attract given the quality of biomedical sciences and engineering education that it provides.

[Career Fairs and Events | Career Development Center \(ncsu.edu\)](http://ncsu.edu/CareerDevelopmentCenter)

[Upcoming Career Fairs – Georgia Tech Career Fairs \(gatech.edu\)](http://gatech.edu/CareerFairs)

[Purdue CCO](http://purdue.edu/CCO)

and this is CSU, a shame to look at !

[Events - Career Center \(colostate.edu\)](http://colostate.edu/CareerCenter)

Relative to the above 3 schools, CSU does not offer help with internships, does not encourage coops, does not help with pre-professional development.

I hope that CSU will improve, as I have a couple more kids coming up.

Thank you

Ilia Geltser



720-402-1160





# APPENDIX II

## *Construction*




Project	Bonds/Funding		Occupancy	Status as of Dec 2022
<p>Lory Student Center Phase 3 Revitalization and Adult Learner &amp; Veteran Services addition</p> <p>Total Budget: \$30,200,000</p>	<p>\$22,000,000-bond funds</p> <p>Student fees</p> <p>\$8,200,000-LSC and ALVS reserves</p>		<p>June 2023</p>	<p>This project will revitalize the north section of the Lory Student Center, focusing on MEP upgrades and finishes. Approximately 9,300 gsf will be added to accommodate the Adult Learner and Veteran Services (ALVS) program.</p> <p>North entrance open, back of house abatement, and MEP underway. Pending change order to add upgrades to ballrooms and Aspen Grille.</p>
<p>Meridian Village Ph 1</p> <p>Total Budget: \$130M</p>	<p>\$130,000,000-bond funds</p> <p>Housing and Dining Services</p>		<p>Tbd</p>	<p>This project will construct approximately 1000 beds for 1<sup>st</sup> and 2<sup>nd</sup> year students, with a satellite dining facility.</p> <p>This project has been contractually suspended to March 2023.</p>



Project	Bonds/Funding		Occupancy	Status as of Dec 2022
<p>Women's Soccer/Softball Complex</p> <p>Total Budget: \$10.7M</p>	<p>\$7,500,000-bond funds</p> <p>\$2,200,000-Athletic reserves &amp; CSU</p> <p>\$1,000,000-donor</p>		<p>June 2023</p>	<p>The project will construct a NCAA Division 1 quality softball/soccer complex with competition and training facilities for women's soccer and softball, along with restroom facilities for athletes.</p> <p>Design is complete, contractor has mobilized. Working to get softball practice field ready for use in January 2023.</p>
<p>Chiropteran Research Facility</p> <p>Total Budget: \$8.0M</p>	<p>\$6,750,000-NIH Grant</p> <p>\$1,250,000 - OVPR funds</p>		<p>September 2024</p>	<p>This project will construct a 10,000 gsf stand-alone bat vivarium adjacent to the Center for Vector-borne Infectious Diseases (CVID) building located on the Foothills Campus.</p> <p>Design is progressing with NIH review. Prequalification of contractors in Jan. 2023 with bids in March 2023.</p>



Project	Bonds/Funding		Occupancy	Status as of Dec 2022
<p>Clark Building Revitalization</p> <p>Total Budget: \$135.2M</p>	<p>\$8,000,000-phase 1 funding from State Revenue Loss Restoration Fund</p> <p>\$30,000,000-phase 1 CSU cash funds authorization</p>		<p>August 2026</p>	<p>This is a three-phase project to renovate the Clark Building and construct additions to the A and C wings.</p> <p>Phase 1 funding and cash fund authorization for a total of \$38M has been received from the state.</p> <p>Design-Build team has been selected. Program verification underway.</p> <p>Phase 2 funding request for \$62.7M (\$37.7M state funds, \$25M CSU bond) has been submitted for FY 23-24.</p>



# Construction Projects: Status Report

Colorado State University Pueblo | Board of Governors, February 2023

Prepared by Dr. Donna Souder Hodge  
VP Operations and Advancement



**COLORADO STATE UNIVERSITY SYSTEM**

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL



# Projects In Progress

Started, Not Complete | Funded, Not Started/Preliminary Stages





# In Progress: Started, Not Complete (Ongoing)

Replace campus water lines (Phase I)

\$900,680 State-funded controlled maintenance

Phase I consists of replacing existing valves and adding new valves for building isolation

Technology Building - Construction Management, Engineering, Education, and Automotive Industrial Management | Nunn/HCM selected as Design-Build team

Design phase has begun; abatement begins last week of January 2023

Nunn Construction will take over building in April/May 2023

Master Plan, FY 22/ FY23 – SmithGROUP | Work has begun (fall 2022 / spring 2023)

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# In Progress: Funded, Staged and Preliminary

Upgrade building fire alarms (phase I)

AX/Athletics buildings are currently system financed

(anticipated: Spring 2023)

Refurbish elevators, upgrade ADA compliance in four buildings – 1 of 4 begun; awaiting parts availability

(anticipated: winter/spring 2023 – est. March 2023)

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# Replace Campus Water Lines, Phase II

Phase II includes new water main tap with distribution (**approved, FY23 Long Bill; work began, fall 2022**)

## **Problem:**

- 1) CSU Pueblo does not have the capacity to effectively irrigate
- 2) Existing water lines are deteriorated and many existing isolation valves are inoperable

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# Upgrade Fire Alarms, Phase II

To replace infrastructure in four more state selected buildings to include horns, strobes, wire and smoke detectors (**approved, FY23 Long Bill; work ongoing**)

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## 3 Roofs, Replaced

To replace roofs on 3 critical buildings: Art/Music, Heat Plant, Physical Plant (**approved, FY23 Long Bill; work began, fall 2022**)

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# New Project Wish List

Phase II, Technology Building Renovation (apx. \$12-16M) **PRIORITY**

New Academic Building Renovation (TBD), FY 25





# Thank you

Questions? Email: [donna.souder@csupueblo.edu](mailto:donna.souder@csupueblo.edu)





# APPENDIX III

*Higher Ed Readings*



## **What's stopping more Native Americans from graduating from college? The cost, a landmark study finds.**

*The 19th; Nov. 23, 2022*

National Native Scholarship Providers recently conducted a national study on college affordability for Indigenous students, believed to be the largest data set of its kind and one of the first studies of its kind. The study of nearly 2,800 Indigenous current and former college students found that half chose their higher education institution based on cost of attendance, one quarter experienced food insecurity, and 16 percent experienced homeless while pursuing higher education. More than 30% said the first year of college was the most difficult financially and that they struggled to manage costs outside of tuition. 72% reported running out of money at least once in the last six months.

## **Higher ed is a public good. Let's fund it like one.**

*The Chronicle of Higher Education; Dec. 8, 2022*

With the recent drop in state and federal funding for higher education and the prevalence in the news cycle of student debt and college affordability, one idea for funding higher education is to treat it the way we treat public infrastructure, like local water systems or interstates. Through the financial support of state-supported bond programs or private capital markets, universities could essentially pay student tuition up front. Students would then pay a percentage of their income back to the university over the duration of their career. This would allow students to reap the benefits of higher education that higher education advocates have been beating the drum about for years, without shouldering the financial risk and burden.

## **Can a national marketing campaign change the souring conversation about college?**

*The Chronicle of Higher Education; Dec. 16, 2022*

A group of higher education marketing professionals led by staff members from the Council for Advancement and Support of Education (CASE) is hoping that a national marketing campaign called Discover the Next can help change the increasingly negative public image of higher education. The group is taking cues from national campaigns for consumer products – like the Got Milk? campaign – but also from unifying and overarching higher education marketing done by groups like the American Indian College Fund and the United Negro College Fund. The idea is for a unifying message of



the importance of higher education overall with four agreed-upon messages: colleges create innovation, grow the economy, help individuals achieve, and nurture communities.

**[Tony Frank and Jim Lochhead: On a new water future at CSU Spur](#)**

Check out the latest chancellor's letter from Dr. Frank, in collaboration with Denver Water CEO Jim Lochhead.

**[CSU Spur: January update \(Hydro is OPEN!\)](#)**

Check out the latest news from CSU Spur.

**[Together We Grow: January update](#)**

Check out the latest news from Together We Grow and Executive Director Lauren Baer.

**[ColoradoCast: Q4 2022](#)**

Check out the latest short-term economic forecast for Colorado from the Colorado Futures Center.

**[Welcome to the NAAAN newsletter](#)**

Check out the latest news from the North American Agricultural Advisory Network.



**What's stopping more Native Americans from graduating college? The cost, a landmark study finds.**

*The 19th*

As a teenager, Greta Gustafson was sure that she wanted to be a veterinarian. But when the time came to choose a college, she didn't have the financial means to simply apply to the higher education institutions with the best veterinary degree programs. She could only afford to apply to a few universities, ultimately enrolling in Montana State University, which stood out for its relatively inexpensive tuition, said Gustafson, who grew up on the Blackfeet Reservation in Browning, Montana, and is enrolled in the Mandan, Hidatsa and Arikara Nation.

"One of the reasons I stayed in state was strictly due to financial constraints," Gustafson said. "And if that hadn't been a factor, I do think I would have probably gone elsewhere just for professional growth and life experience. I'm happy with where I did go to school. It turned out to be very beneficial, but [finances] were a limiting factor in my application process."

A national study on college affordability for Indigenous students found that financial barriers often dictate where Native Americans apply for college and whether they graduate, once they enroll. Released as the 2022-23 school year began, the landmark study of nearly 2,800 Indigenous current and former college students found that half of participants chose their higher education institution based on the cost of attendance. Women are overrepresented among the Indigenous student population, making up 63 percent of current college students and 58 percent of former students surveyed for the report by the National Native Scholarship Providers (NNSP) — which consists of the Cobell Scholarship Program, American Indian College Fund, American Indian Science and Engineering Society and the Native Forward Scholars Fund.

"We believe it's the largest data set of its kind and one of the first of its kind," said Angelique Albert, CEO of Native Forward Scholars Fund. "A lot of times, we as Native people are the asterisk. There's no data. There's limited data. We're statistically insignificant and all that, so it's nice to have a baseline of data for people to use."



The study found that 72 percent of students reported running out of money at least once in the last six months, while more than a quarter experienced food insecurity and 16 percent experienced homelessness as they pursued a higher education. More than 30 percent of former Native students named the first year of college as the most difficult financially. A plurality of current and former students come from households with annual incomes of under \$20,000 and struggled to manage unanticipated expenses related to health care, transportation, housing, technology and books during college.

“The main obstacle to college completion for our Native students is affordability,” Albert said. “And that is something that we as scholarship providers know and see every day. We talk to students who call in and are requesting emergency funding. I’ve also spoken to students who have had to make a decision between having a house and going to school, and they made this decision to live out of their car so that they could go to school. That shows dedication to their education, but at the same time, their basic needs are not being met.”

Funding for the college affordability study was made possible by a 30-month grant that the American Indian College Fund received from the Lumina Foundation, which works to make higher education access more equitable. Terri Taylor, Lumina’s strategy director for innovation and discovery, said that it’s important to uncover the specific challenges of Indigenous students because they differ from other groups, including other students of color.

“It’s not just affordability in a vacuum,” Taylor said. “It’s understanding the unique experiences that these students bring. A lot of them go to college so they can bring back new knowledge, experiences, connections and resources to their tribal communities. If affordability barriers are too high, it blocks Native students’ ability to bring all that back to their communities.”

The fact that Native American women have higher representation in college than Native men is particularly significant. When women obtain credentials, Taylor said, they typically empower their whole family. “It immediately increases the likelihood of their own children going to college and having a financially stable future,” she noted. “Oftentimes, women are taking care of parents or other family members. They are in the workforce at higher levels



now, and so part of this is Native women accessing college partly to serve their communities and their families.”

Native Forward has supported more than 20,000 scholars throughout its 53-year history, and between 60 and 70 percent of its funding goes to women, Albert said. The organization has made a point to provide wraparound services during the COVID-19 pandemic, launching an emergency fund to help students pay for food, housing, gas, transportation and other living expenses to keep them in school. According to the college affordability study, just 36.2 percent of Indigenous students entering four-year colleges in 2014 completed their degree program in six years compared to 60.1 percent of all students.

Managing her finances as an undergrad was difficult for Gustafson, now 24 and a doctoral student in Washington State University’s College of Veterinary Medicine. She went from relying on her parents to provide her living expenses to developing a personal budget that could not exceed her student loan and scholarship aid. “Creating a budget was probably one of the hardest things that I struggled with my first year on top of trying to keep up with schoolwork, pass my classes and just surviving the transition to being a college student,” she said. Gustafson would have appreciated a course on money management prior to the start of her college career, an intervention the NNSP study also recommends.

Native students without access to emergency funding frequently go into debt trying to cover their expenses, the report found. Thirty-four percent of former students relied on subsidized loans to make ends meet during college, 30 percent took out unsubsidized loans, 25 percent used credit cards and 11 percent depended on private loans. More than half of students took out loans of \$5,000 or less, while 22 percent borrowed between \$10,000 and \$30,000.

Some states and public university systems offer free tuition to Indigenous students, but there are restrictions on which Native Americans qualify for the funding. They may need to be enrolled in a federally recognized tribe or meet blood quantum requirements to be eligible. While their tuition may be covered, these students are still responsible for paying for other college



expenses. And in some places, free tuition programs haven't rolled out as planned.

"In Michigan, there was a law that required the state to pay for scholarships for Native students who were impacted by Michigan getting land from Native peoples," Taylor said. "It turns out that they then didn't appropriate enough funds for the scholarships. I think it's a myth that a lot of Native students go to college for free."

Increasing the amount of Pell Grants, the need-based financial aid the federal government awards to students, and offering larger scholarships and other funding could give Native Americans more options during the college application process. Albert said that she routinely encounters Indigenous youth who choose not to attend elite colleges and universities because of their cost. Last year, she served a student who won admission to the University of California, Berkeley, and was ready to head off to the school. But when the student found out the cost of attendance, she no longer wanted to go. Her family had filled out the Free Application for Federal Student Aid (FAFSA) incorrectly, depriving her of much-needed financial help. Ultimately, Albert and her team helped the family modify her FAFSA to get more financial assistance.

Although both of Gustafson's parents went to college — her father is a veterinarian — they could not guide her through the FAFSA process because they paid for their higher education through other means, she said. Other than an hour-long informational session about the FAFSA at her high school, she had no help filling out the application.

"There was really nothing that helped me determine how I was going to pay for school, how to apply for student loans, or really what my options were," she said. "So that was definitely a disservice. I was in a rural, very small high school, and we didn't have a lot of resources or high school advisors or counselors to help us try to apply for schools or financial aid services. And it was kind of just a shotgun approach of teaching myself how to apply for colleges and also how to apply for financial aid and for scholarships."

Fifty-eight percent of the study participants said they received help filling out the FAFSA, with 44 percent of current students and 51 percent of former



students agreeing or strongly agreeing that they did not fully understand the costs of attending college. Albert said that the problem is so prevalent that many Indigenous students who qualify for four-year colleges opt to go to junior college because it's cheaper.

"You should be able to pick the institution that you want that most aligns with your career goals," she said. "We have a long way to go for our students and helping them get to where they need to be."

To ensure that more Native Americans receive undergraduate degrees, high schools and colleges should prioritize giving Indigenous students and families the tools needed to navigate the financial aid process, the study recommends. In addition, higher education institutions need staff who understand Indigenous student populations and their economic needs, including that 67 percent of such students are expected to contribute to family bills while in college. Native American students who have positive cultural experiences in college are more likely to graduate, the study found.

"It's not just integration of the culture; it is ensuring that you have culturally competent people providing that education," Albert said. "So, do you have Native professors? Do you have Native curriculum? Do you have Native peer groups on campuses? Do you have Native American support services so that students have a resource space to go to in addition to those social aspects?"

When Gustafson attended Montana State, from which she graduated in 2020, she appreciated that it had what is now the American Indian Hall, which includes offices for the institution's American Indian/Alaska Native Student Success Services and Department of Native American Studies.

"They were really great about hosting cultural events," she said. "I like to cook, so I attended a lot of cultural Indigenous cooking classes and also a few beading events, and each year they put on a Native American powwow as well. So I was fairly involved with that at Montana State, and I took a lot of Native American history courses, specifically Montana Native American history. That was really beneficial. I think there was a great support system there."



At Washington State University, Gustafson has had fewer opportunities to connect with Native American students or to engage in Indigenous-related cultural events, she said. “That’s been a little bit difficult to adjust to, just being away from home and away from my family and culture and then going to a place that doesn’t have as much support in those aspects.”

Still, she’s on track to graduate from the university’s veterinary college in 2024. Gustafson would like to pursue an internship and residency program in equine surgery, a specialty that doesn’t pay as well as others in the veterinary field, she said. According to the college affordability study, 35 percent of participants agreed or strongly agreed that their perception of college debt influenced which major they chose. Gustafson, however, recognizes that she can fill a need in her tribal community with the line of veterinary work she’s pursuing.

“So many students accept very high-paying jobs or jobs in places that they may not have originally picked as their first choice just because that salary will allow them to pay their student loans back,” Gustafson said.

“Scholarships have really come in handy to help reduce my student loan debt, and I think it’s something that is going to have to be addressed because if graduates only choose professions in urban areas or areas that pay very well, that leaves rural and underserved communities without people to work there.”



**Higher ed is a public good. Let's fund it like one.**

*The Chronicle of Higher Education*

In August, the Biden administration released a plan to forgive up to \$20,000 of federal student-loan debt per person. The announcement was a welcome development for many graduates struggling with their payments and was widely celebrated by advocates of debt relief.

But now the plan is on ice, blocked by an injunction issued by the U.S. Court of Appeals for the Eighth Circuit. The Biden administration has appealed the decision, and the Supreme Court will hear the case in February. Meanwhile, borrowers who'd hoped to benefit are stuck in limbo. So is a proposed change to income-based repayment plans, which aimed to ease the burden of debt for future borrowers.

The travails of the debt-relief plan illustrate the need to think more creatively about how to finance higher education. In years past, public-college tuition was kept very low by state investment in public universities. But today, levels of investment have in many cases dropped from about half of a university's budget to less than 10 percent. In some states, these aggregate reductions have been mitigated by the creation of state programs funding individual tuition support for residents, as in South Carolina and Louisiana, yet it's still clear that states will no longer be the primary source of public-university support. To be sure, it is worthwhile continuing to advocate for increased state funding of public universities, but we needn't put all our eggs in that basket. We need new ways to finance higher education.

If we are serious in arguing that higher education is a public good, then we should finance it like one; we should take some lessons from my own field, infrastructure planning.

Financing an equitable higher education can be done: The U.S. has near-universal water supplies, transportation, and electricity for even its poorest residents. What would happen if we applied the same principles to the public goods that universities provide?

Public infrastructure is rarely funded fully by upfront subsidies in the way that advocates for "free college" suggest. Instead, infrastructure projects rely on floating debt that is tied to long-term user fees through the life of the



infrastructure. Think of your water bill, which over 30 years helps pay down the debt associated with building your local water system. According to the National Association of Counties, government investments in transportation infrastructure, for example, total substantially less than half of the actual costs, with bond-market investors covering the bulk of the upfront costs. Over time, individual users collectively pay back that debt through costs like gas taxes, transit fares, or tolls. Whatever the repayment mechanism, end users never take on that personal debt the way we now expect college students to do.

The basic question at hand is: How do we cover the upfront costs of higher education when individuals are unable, or unwilling, to take the financial risk? I propose that universities invest directly in student success through paying their tuition upfront, in the same way that governments invest in roads and water systems.

This could be done with the financial support of state-supported bond programs — or less preferably through the private capital markets (after all, student debt is a \$1.5-trillion market), like most conventional forms of infrastructure. Upon graduation, a graduate would be asked to pay a small percentage of income back to the university for the duration of the graduate's career — let's say 3 percent to 5 percent. The graduates who become millionaires will financially outweigh those who drop out of the labor market. This mechanism should ensure that the monthly costs aren't too burdensome.

The economic fundamentals of "investing" in our young people in this way are solid. We know that, in monetary terms, the bachelor's degree is a worthwhile endeavor: Georgetown University's Center on Education and the Workforce reported last year that someone with a four-year degree will earn \$1.2 million more over a lifetime than someone with a high-school diploma. This is especially the case for public flagships like my own institution, Louisiana State University. At LSU, in-state tuition hovers around \$12,000 per year and out-of-state around \$29,000. The average first-year salary for graduates is about \$54,000, and a career enabled by that credential is usually over 40 years long, with salary generally increasing steadily over time. To an infrastructure planner, these economic fundamentals shout out that a viable finance model is possible.

Wall Street and Silicon Valley invest in companies expecting financial returns from these expenditures; moreover, they invest in multiple companies anticipating that some will result in returns and others in losses, and that the



overall portfolio will generate lucrative profits. Start-ups and other businesses happily overcome upfront financial costs by promising investors a share of future benefits. If a college degree is a great benefit in the marketplace — as it surely is in aggregate — why would students needing financial resources not feel the same way? What if the university itself — with its 100-plus-year history of successful graduates, functional support structures, rigorous admissions processes, and enthusiastic and employed alumni bases — truly saw itself as investing in its students with the expectation that it is building a lifelong financial relationship? I've done the math, and initiating a sustainable model is less fantastical than you'd think.

This proposal resembles income-share agreements, or ISAs, recently tested by the University of Utah, Purdue University, and a few other institutions. ISA loans tie student-loan repayments to income, thereby easing the initial burden of loan repayments for new graduates trying to establish their working careers. ISA loans, however, are still loans; ultimately, they just delay the same cost burden and usually balloon in the latter years, assuming that salary increases will be reliable enough for borrowers to outpace — or at least keep up with — the increasing monthly payments and pay back the loan on a defined timeline.

If we think of the college degree as a lifetime asset qualifying graduates for a remunerative career, then a cost-recovery plan similar to monthly or annual ISA repayment schedules makes sense — but on a working-life basis at a low percentage of pre-tax income, rather than on a preset loan-repayment schedule.

Those payments will always stay in step with a graduate's income level, thereby keeping spells of unemployment, career changes, and exits from the labor market from trapping graduates in careers that they may have innocently chosen at the age of 21. Students who graduate and are unemployed have no financial obligation to repayment; if they go on to become millionaires, then a small proportion of their income goes a long way in contributing back to the university, compensating for those who are unemployed. The vast majority of graduates will be in the middle. Students' annual contributions might be seen as a kind of continuing "tax" throughout their careers in exchange for their "tuition free" degree that launched their professional trajectory.

For many students, this is a better option than the status quo. Under the current model, a graduate who has incurred \$48,000 in educational debt while



earning a four-year degree would pay about \$400 per month over 15 years (estimating the annual interest rate on federal loans at 6 percent). Under an infrastructure model, that graduate would instead pay a small percentage of their income, say 4 percent. For someone earning \$54,000 a year — the average starting salary for an LSU graduate — that works out to \$167 per month. For someone earning \$100,000 a year, it's \$333 per month. To be sure, the infrastructure model requires graduates to continue to pay for their education over a longer period than traditional student loans. But with time, the influence of that 3 percent to 5 percent of income on a graduate's quality of life decreases steadily.

Most importantly, debt-repayment stress will not limit graduates' professional choices. The current student-debt model has turned a unique, complex experience of intellectual, professional, and personal growth into a job-training boot camp. A public-infrastructure approach would give graduates the freedom to pursue the careers they want, instead of forcing them to pursue jobs in which they are uninterested just so they can cover the costs of their education loans. And it would allow more first-generation college applicants to see higher education as a viable financial option — they wouldn't need to risk financial disaster in seeking a credential that no one in their family has experience attaining.

Of course, this is a hypothetical, simplified model. Implementation would involve additional complications. Most immediately, the riddle of controlling for adverse selection — in this case, the possibility that the model is applied only to those with the least lucrative career prospects, or that those with financial means are easily able to exit the pool of students under the program — must be solved, as is true of any system for pooling risk.

Despite such important questions, the economic fundamentals of treating higher education as infrastructure are sound. Universities have been saying for decades that college is a worthwhile investment, and it is time for public universities and their supporters to put money behind these claims. If they don't, it is only a matter of time before other kinds of investors, less committed to education and to students, will.



**Can a national marketing campaign change the souring conversation  
about college?**

*The Chronicle of Higher Education*

Higher ed has an image problem.

Everyone is eyeing the same surveys and headlines with gritted teeth: the Gallup and Pew polls showing declining public confidence in colleges and universities, particularly among Republicans. The donors and politicians trying to take a heavier hand with public institutions in Florida, North Carolina, and elsewhere, signs that they no longer trust college leaders to run their own affairs. The enrollment declines that can't entirely be explained by demographics.

On average, college remains a good investment. Getting a degree helps people stay employed, earn more, and live longer, healthier, happier lives. Would-be students who discount college's worth may be shortchanging themselves — as well as their country. A less educated America could be less economically competitive and its civic institutions more unstable.

"The biggest national-security problem that no one is talking about is the fact that we're seeing college-going rates decline tremendously," Seth Bodnar, president of the University of Montana and an Iraq War veteran and former professor at West Point, said at a panel recently.

In the early 1990s, another industry faced falling interest in its product. Californians were drinking less milk — and had been for 15 years. Consumer research showed people believed milk was healthy, yet they had apparently been enticed away by soda and Snapple.

So California's biggest dairy processors decided to try something different. They began funding a marketing board, which in 1993 launched a campaign that would eventually go national and gain such cultural cachet that celebrities such as Britney Spears and Whoopi Goldberg would appear in ads. The next year, California milk sales increased for the first time in a decade.



A college degree and a gallon of milk are hardly comparable products. Still, some leaders are entertaining the idea that a unified marketing campaign could help change the souring conversation about college. Should higher ed craft its own answer to “Got Milk?”

The public conversation about college has come to focus on its faults. The average American likes their local institution but has misgivings about “college” in general.

This is a headache for college leaders. For marketers, it may present an opportunity.

“There are myriad situations that call for a brand refresh,” said Melissa F. Richards, who promoted small businesses and technology companies before coming to higher ed more than a decade ago; she’s now Hamilton College’s vice president for marketing and communications. “An important one is when a brand and its audience are misaligned,” she said, “and that’s really relevant right now in higher education.”

“A lot of us in the sector have been crying out in the wilderness for this,” said Dana Cruikshank, a vice president at VisionPoint, a marketing firm that works exclusively with colleges.

A few of higher education’s big acronyms have begun thinking along the same lines. In 2017, the Association of Governing Boards of Universities and Colleges gathered research and talking points to help board members and trustees argue for the value of their institutions and of higher ed generally. This month, the National Association of System Heads announced a campaign to prove that college is worth it, via a combination of public relations and goals to reduce student debt and improve graduates’ salaries. Although NASH members are public-college systems, the message is meant to apply to all of higher education. (For now, details on how the colleges will actually achieve their return-on-investment goals remain light, Inside Higher Ed reported.)

In 2018, the Council for Advancement and Support of Education organized a panel on the campus of American University, in Washington, D.C., about public perception and trust in higher ed. The panel itself was hardly unique,



but it yielded action. While standing around afterward in one of American's big conference rooms, leaders from CASE, AGB, and the American Council on Education came up with the first inklings for their latest project. They thought they should make a sectorwide public-relations push: "To get a group of like-minded institutions to speak with one voice, synchronously, around the set of messages that everyone's agreed to use," said Teresa Flannery, executive vice president for CASE, which is leading the project. Several experts said it was the largest such push they had ever heard of in higher education.

CASE staff members consulted with a group of volunteers, marketing professionals from two- and four-year public and private nonprofit colleges around the country, as well as a representative from Universities UK, which had run a messaging campaign about how British universities helped "improve our everyday lives."

In November 2020, CASE got a grant from the Bill & Melinda Gates Foundation, which promised \$699,000 for the project, to last until the fall of 2024. That relatively modest pot of money pays for a dedicated staff member to manage the project; a website; research and surveying CASE did to get feedback on the development of the campaign; and an in-person event scheduled for February 2023. Jamey Rorison, the Gates program officer who funded CASE's proposal, said he hoped the project would get "policymakers, institutional leaders, [and] the general public, in some regard, to really think about and understand the wide array of benefits that postsecondary education can provide."

CASE and their advisers met five times over four months. Ultimately, they agreed on four messages: that colleges create innovation, grow the economy, help individuals achieve, and nurture communities. They came up with a name, Discover the Next.

Discover the Next's creators want participating marketing departments to place op-eds in newspapers that talk about their colleges' contributions to science, the economy, personal achievement, and community; to issue press releases, social-media posts, in-house magazine articles, and other marketing material that hopefully journalists will pick up; and to get their presidents to hit on the four messages during their public-speaking events.



The tactics are similar to those often used by political campaigns, Flannery said. (Or, indeed, any entity trying to polish its reputation or sell its product.) “But this is strictly not political,” Flannery said. “It’s just using the same tools.”

Discover the Next is still recruiting colleges to join the effort, which means submitting contact information through the website, appearing on the “participating institutions” page, using Discover the Next logos to label marketing materials that fit one of the four messages, and submitting press releases to the website. There’s no fee to join.

Discover the Next’s coordinators have hired a PR consultant to help with a public opening, planned for February 9, 2023. At that point, they’ll shift from trying to recruit participants to actually talking to the public.

Jovandra Cox, for one, was ready for something like Discover the Next. The marketing director for the office of graduate and professional studies at American University, she had been feeling awash in negative news stories about exploitative master’s degrees and college not being worth the money. Then she heard her 18-year-old niece “parrot the headlines.” The “conflated” message that all college is unaffordable and doesn’t pay off is “such a disservice to young people,” she said.

So when she spotted Flannery at a recent conference, she approached her with these worries. That’s when Cox first learned about Discover the Next. She was “relieved” to hear someone was doing something, and she thought it could work. “A larger effort has the ability to reach the same channels that carry this message to begin with,” she said — meaning the media outlets that broadcast stories about college scandals and affordability.

Eddie Francis, director of communications and marketing for Dillard University, felt similarly. He worries that the “College isn’t for everybody” message might be especially discouraging to Black students. “As a Black man, I start thinking to myself, ‘Well, that’s one less Black doctor that we need,’” he said. “That’s one less Black lawyer.”



He, too, liked the idea of a big-tent marketing campaign. He's seen it work in Dillard's home city of New Orleans, where "StudyNOLA" urges students to attend any one of the 13 colleges and universities in town, depending on their interests. He envisioned a national campaign that would metaphorically "spread all of these brochures out for you on a table" — a "buffet" of choices to entice diverse potential students.

This year's annual conference for college marketers, put on by the American Marketing Association, was held at a hulking, glass-encased hotel at the National Harbor in Maryland. The three-day meeting drew staff members of college marketing and communications departments, as well as consulting firms. The Chronicle asked attendees about their thoughts during buffet lunches, coffee breaks, and lulls before sessions and speeches began.

Most interviewees had not conceived of such a project before but reacted warmly to it. Teresa Valerio Parrot, principal of TVP Communications and a member of the conference's planning committee, brought the notion of a "Got Milk?" campaign for higher ed before other committee members on Sunday morning, before the conference began. Half an hour later, they were still enthusiastically hashing out its pros, cons, and potential, said Francis, who's also a committee member.

Yet even as informal conversations buzzed about the possibility of a unified message, on the formal program, speakers urged attendees to emphasize what was unique and special about their institutions. "We need everybody to dig deeper and really figure out where their sparkle is, what they're known for, what truly is differentiating," Valerio Parrot said on one of her panels.

The contrast illustrates just how big a shift a cooperative campaign would be for college marketers, whose primary role is to help their institutions meet their enrollment goals. Even now, distinguishing your college from the one across town, or the ones in the surrounding states that also feature a 2,000-person campus in a bucolic New England village, is seen as key to success. For many campuses, it's paramount to convince students and families to come here, not there.



Rutgers University buys billboards to plug its football team in New York City, while the State University of New York system recently advertised it would match Rutgers tuition for New Jerseyans. Several years ago, the Philadelphia Business Journal reported on Temple University and the University of Pittsburgh advertising in each other's cities. Competition, especially in an age of declining enrollment, is unavoidable.

That hasn't stopped some coalitions of colleges from banding together to try to boost enrollment and public support for institutions within their groups. States have run campaigns touting their public institutions. The American Indian College Fund has long promoted tribal colleges and universities, while the United Negro College Fund's "A mind is a terrible thing to waste" rivals "Got Milk?" as a tagline in its reach. CCsmart aims to up college-going rates by reducing the stigma around community college.

At the American Indian College Fund, ads often revolve around the idea that going to college helps Native students to give back to their communities and to participate more fully in their cultural traditions, because they need financial stability and resources to do so. "We're not just talking about your ability to acquire material wealth. We're talking about your ability to lead a full human life," said Cheryl Crazy Bull, the fund's chief executive officer. "Higher education might be able to learn from us."

Campaigns by institutions that share a common characteristic make sense in a landscape as varied as American higher education. But can any snappy pitch encompass the whole sector? Higher ed isn't one institution, but many. At best, it can be hard to talk about in singular terms. At worst, it might be downright dishonest. The success of higher education in advertising itself as a path to a better life in the late 20th century is partially what led to this moment of self-reflection, as students' and families' willingness to pay for degrees, for any higher ed, regardless of price, have left many feeling they got a raw deal.

There also remain substantive issues to address. Why focus on image when the sector still has opaque pricing, equity gaps, and an obsession with prestige and rankings?



Indeed, a focus on messaging may miss the need for a larger discussion. The cultural fights Americans have over college suggest the absence of a common understanding of what the country wants from higher education. The answer will have to come, in part, from outside higher ed. “For the dialogue to change, it’s not going to happen if the sole voices behind that are higher-education people,” said Brian Prescott, vice president for the National Center for Higher Education Management Systems, which recently recommended that the state of Oregon lay out a vision for what it wants its public colleges to accomplish.

“There needs to be an equal amount of pull from the business community, the folks representing the work force, and civic leaders who say, ‘We really need a commitment to postsecondary education to ensure a civil society,’” Prescott said. “Those are the kinds of things that I think would be more helpful than a marketing campaign. I’m not saying a marketing campaign isn’t helpful at all. I just think it would probably be better positioned if it was clearly not self-serving in its origin story.”

Flannery, who worked for decades in marketing and communications for Stony Brook University, American University, and the University of Maryland, knows many in academe are skeptical of marketing and branding.

Discover the Next’s planners will look for concrete wins, she said, evidence that what they’re doing is working, before moving on to more ambitious phases. Campaign staff will see how many colleges agree to join before the end of the year, which would signal that a diverse set of institutions believe in what they’re doing. (They already have a mix of participating institution types.) They’ll track how often colleges invoke the four messages, and how audiences respond to them.

In an interview held on a park bench outside the hotel at this year’s American Marketing Association conference, on a mild November afternoon, Flannery tried to temper expectations. “It’s with some humility —” she began, before saying, “This is a problem that’s been building for decades, and it’s not going to be solved quickly. It will have to be part of a sustained effort over time. This is an initiative that’s designed to be a first attempt.”



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### Community focus | Statewide engagement | Global impact

The CSU System includes three campuses: [CSU in Fort Collins](#), [CSU Pueblo](#), and [CSU Global](#).



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*A version of this letter originally ran in The Denver Post on Jan. 6.*

Back in 2017, at the Biennial of the Americas, Colorado State University and Denver Water announced plans to work together to support a new future for water research, policy, education and innovation. This week, that vision comes fully to life with the opening of the Hydro building on the CSU Spur campus at the National Western Center.

Historically, water has been viewed through the lens of starkly different choices. Do we use it for agricultural lands and food production, urban life and expansion, recreation and the environment — or something else?

When CSU and Denver Water announced our partnership, we chose not to view water that way. We didn't want to focus solely on the water needs of agriculture (a primary concern for CSU), nor just on issues connected to municipal water supplies (where Denver Water is focused). Instead, we approached it as all *just water* — a life-giving,



flexible, finite resource that has to work for all of us, an approach much more closely tied to that of the Indigenous people who relied on the life-giving flows of the South Platte long before there were cities here. And we wanted to bring great minds, experimentation, and learning about water together in one place where we could collectively focus on addressing the complex water challenges facing all sectors of our state and the American West.

Hydro is that place, and we're honored to open its doors to the people of Colorado.

CSU Spur, with funding from the State of Colorado, is a three-building complex at the National Western Center nestled up against the Platte River. It's a place where people of all ages and education levels can explore learning, research, and demonstrations connected to food, water, and human and animal health. The Vida building, focused on human and animal health, opened a year ago. The Terra building, which opened this past summer, spotlights food and agricultural systems.

The partnership between CSU and Denver Water is centered in the third building at Spur, Hydro (named for the Greek word for water), which opens this week in conjunction with the National Western Stock Show.

With its physical connectivity to the Platte, and a backyard space demonstrating the concepts of headwaters and watersheds, Hydro is uniquely positioned as a resource for teaching about the importance of water and how it flows to different users and communities. But for the people of Denver, its importance is even greater. Hydro will be the home to Denver Water's new water quality lab, dramatically expanding our ability to ensure a safe and reliable water supply for the people we serve. The lab is responsible for ensuring 1.5 million people across the Denver metropolitan area have safe, clean drinking water that meets all state and federal standards. Denver Water currently performs nearly 200,000 tests every year to monitor water quality and the effectiveness of our treatment and distribution systems. Thanks to the expanded capacity and state-of-the-art equipment at CSU Spur, the new laboratory will provide capacity for nearly three times as many tests.

The location at Spur also positions Denver Water to interact more closely with the University's scientists and students. Planning for the water demands of tomorrow requires innovation and understanding as customer needs and policies surrounding water in our state are changing. It requires that all voices be brought into the mix of how water is discussed and treated. The partnership at Spur will help Denver Water provide leading solutions to water challenges for its customers, the state, and West in a more public-facing and engaging way than ever before.

The quality of the water around us — knowing what it is, how it changes, and how it affects our food, our health, and our lives — will be crucial as we address new and



emerging issues and uses, from the “forever chemicals” moving from consumer products into our environment to the cutting-edge use of wastewater to heat new buildings at the old Stock Show complex. Water quality also underpins the rehabilitation work underway at the edge of the Spur campus, where the South Platte River is becoming a place for recreation and wildlife habitat.

This is a neutral, science-based campus focused on finding solutions to real-world problems. We are interested in helping bring together people representing agencies and interests across many disciplines to work on challenges common to all of us. And the location at the National Western Center allows us to leverage the entire site to educate the water industry and the many types of visitors to the main NWC campus — starting with the North Denver community. Free educational programming will be a cornerstone of this campus for everyone.

When we announced this partnership back in 2017, we were inspired by the Biennial of the Americas and its mission to create connections, build community, and inspire change. With Hydro, that mission is coming into focus in ways that will serve Colorado and its water future for generations to come.

Jim Lochhead, CEO/Manager, Denver Water  
Tony Frank, Chancellor, CSU System

## LATEST AT THE CSU SYSTEM



*Amy Parsons speaks with CSU System CFO and Senior Vice Chancellor Henry Sobanet following Parsons' confirmation as the*



- The CSU System Board of Governors [confirmed Amy Parsons](#) as the 16th president of CSU Fort Collins effective Feb. 1, following a highly competitive, nationwide 5-month search process.
- Hydro opens TODAY! The largest of the three buildings that make up the new [CSU Spur campus](#) in north Denver, [Hydro](#) is focused on water and is home to Denver Water's new water quality lab, a place to eat at the [new Western Daughters Kitchen](#), a flexible theater space, artist studios, art installations, and more! CSU Spur is free and open to the public; [come visit](#) 10 a.m.-5 p.m. every day during the National Western Stock Show (Jan. 7-22) and 9 a.m.-5 p.m. Monday-Friday as well as 10 a.m.-3 p.m. the 2nd Saturday of every month from Jan. 23.
- The latest ColoradoCast — the state's only short-term economic forecast put out by the [Colorado Futures Center](#) — predicts a small decline in the economy in early 2023, a bounce back to growth expected in early Q2 of 2023, and the avoidance of an overall recession in Colorado. [Read the full report.](#)
- The registration deadline for the summer semester program at the [CSU Todos Santos Center](#) is Feb. 15; [learn more about semester programming](#) at the CSU System campus in Todos Santos, Mexico.

## CAMPUS SPOTLIGHTS

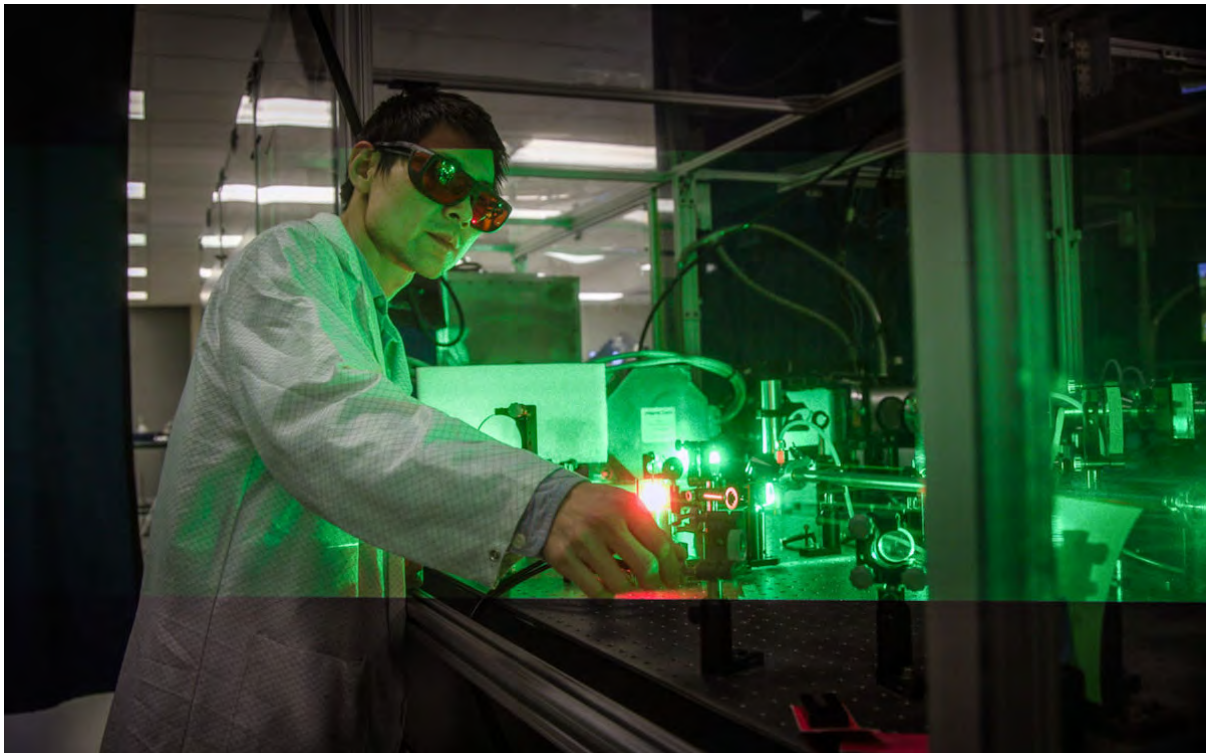


Photo by John Cline | Office of Vice President for Research



- The quest for abundant, carbon-free energy [will likely get a big boost](#) by **CSU Fort Collins**, home to advanced laser technology and a key partner in a national research consortium to advance nuclear fusion energy. CSU is one of 10 institutions with high-intensity laser facilities called [LaserNetUS](#). It's a consortium of researchers, including the Lawrence Livermore National Laboratory, where a fusion energy breakthrough recently occurred. In August, about 160 of the world's top scientists and engineers who use the most powerful lasers convened at CSU for the [LaserNetUS conference](#).
- Following a competitive search, **CSU Pueblo** [recently named Philip Vigil](#) from Western New Mexico University the new CSU Pueblo Football head coach. Under Vigil's leadership, the WNMU Mustangs played their first winning season in the Lone Star Conference since 1993, earned 17 All-Conference Awards (the most for WMNU in LSC history), and won a Chile Bowl Championship title in 2022.
- **CSU Global** [further lowered its undergraduate tuition rate](#) for active-duty service members and their families, effective Jan. 16. The new \$250 per credit hour rate for all bachelor's degrees and undergraduate certificates applies to active-duty, guard, and reserves personnel, as well as their spouses and qualified dependents. All graduate-level programs (master's degrees and graduate certificates) will remain at the 10% discounted rate of \$450 per credit hour. In addition, the 10% discounted rate will continue to apply for all programs, both undergraduate and graduate, for veterans and their spouses and dependents.

## HIGHER EDUCATION LANDSCAPE

- The Supreme Court [will decide](#) whether the Biden administration overstepped its authority with its plan to wipe out billions of dollars in student debt. The justices put the case on an unusually fast track, saying they would hear arguments in February. In the meantime, they left in place an injunction blocking the program. (*The New York Times*)
  - Congress [is sending more than \\$1.5 billion](#) to colleges and universities thanks to earmarks and pouring millions more into student success grant programs as part of the \$1.7 trillion spending package for fiscal year 2023 that lawmakers approved late last month. (*Inside Higher Ed*)
  - The Biden administration [announced recently](#) that the Education Department would hold a series of negotiated rule-making sessions this spring to propose new rules regarding accreditation, distance education, student loan deferments and a range of other topics. (*Inside Higher Ed*)
-





## Read the latest issue of **STATE**

**STATE** is the official CSU System magazine. The Summer 2022 issue is focused on CSU Spur and includes:

- [A guide to all campus activities](#)
- [The largest sewer-heat recovery system in North America](#)
- [Equine sports medicine and rehabilitation](#)
- [Art and community](#)
- [Water quality testing](#)
- [The future of livestock industry education](#)
- [Career paths in food and agriculture](#)
- [Virtual reality](#)

And more! [Dive in to the latest issue](#) or email [chancellor@colostate.edu](mailto:chancellor@colostate.edu) to receive the print copy biannually.



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# food. water. health.

THE MONTHLY *Newsletter* FROM CSU SPUR



*[CSU Spur](#), the CSU System's campus at the [National Western Center](#), is now fully open and free to the public year-round! Visit all three CSU Spur buildings — [Vida](#), [Terra](#), and [Hydro](#) — 10 a.m.-5 p.m. every day during the National Western Stock Show (Jan. 7-22), and read on to learn more about what's happening at CSU Spur, including stories spotlighting neighbors, partners, and collaborators on this landmark project.*



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## HYDRO IS OPEN!





*Hundreds gathered Friday, Jan. 6, to celebrate completion of CSU Spur and the opening of the Hydro building.*

Nearly 1,000 people [gathered on the CSU Spur campus](#) on Jan. 6 for a ribbon cutting to open the CSU Spur Hydro building and to celebrate the completion of the CSU Spur campus. [Hydro](#), focused on water, is the largest of the CSU Spur buildings.

Hydro is home to:

- Denver Water's new [water quality lab](#)
- Connectivity to the South Platte River
- The new [Western Daughters Kitchen](#)
- [Flexible theater space](#), already set to host an encore version of the annual ACT Human Rights Film Festival in April and several summer art camps including an expansion of the popular Kids Do It All program
- Water TAP, a program out of CSU's One Water Solutions Institute, a green roof, and a [range of programs](#) focused on innovation and development
- Artist studios at the renovated McConnell building, now known as [The Shop](#)
- Several [art installations](#)

And more! Hydro (and the rest of the CSU Spur campus) is open 10 a.m.-5 p.m. every day during the National Western Stock Show (Jan. 7-22) and will return to its regular hours of 9 a.m.-5 p.m. Monday-Friday and 10 a.m.-3 p.m. on the 2nd Saturday of every month, beginning Jan. 23.

**Spur is free; [visit today!](#)**



## WESTERN DAUGHTERS KITCHEN OPENS AT CSU SPUR



*Western Daughters Kitchen is open in the Hydro building every day during the National Western Stock Show, and 9 a.m.-5 p.m. Monday-Friday after Jan. 23.*

[Western Daughters Butcher Shoppe](#) recently [launched a second location](#) — Western Daughters Kitchen — in the CSU Spur Hydro building! Western Daughters' presence in the Hydro building offers an opportunity to explore Colorado's ecosystem and what it means to bring food from regenerative farms to table with an emphasis on looking at water inputs, sustainability, raising practices, impacts on health, and beyond.

The café serves breakfast items and coffee in the morning, healthy grab-and-go options for lunch, and drinks and happy hour offerings in the late afternoon and early evening. During the National Western Stock Show (Jan. 7-22), Western Daughters Kitchen is open from 10 a.m. to 5 p.m., daily. For the remainder of the year, the location will operate from 9 a.m. to 5 p.m. Monday-Friday.

## FIND YOUR STORY





The [CSU Impact Map](#)—or Impacto, in Spanish—[provides a glimpse](#) of the CSU System’s global reach while providing a chance for users to explore specific ways CSU System faculty, staff, students, and alumni are working to solve problems, support communities, and create impact in far-flung corners of the world. The map portrays 80 initiatives currently, including projects focused on adaptations to climate and environmental changes in southern Africa, efforts to improve nutrition in Ecuadorian communities, and the flow of stream beds across the United States.

[Watch the Impact\(o\) video](#) and see the map for yourself on the third floor of the CSU Spur Terra building.

## ARE YOU FOLLOWING US ON SOCIAL?

- ✓ Art installations
- ✓ New team members
- ✓ Sneak peeks and countdowns

These are just a few of the things you're missing if you're not following **@CSUSpur** on social media—[get social with us!](#)

P.S. We love to see your photos! Have you visited CSU Spur recently? Taken a killer selfie in one of Spur's selfie spots? Caught one of our billboards around town? Tag us on social **@CSUSpur!**

## QUICK HITS



— **2ND SATURDAY & CSU DAY:** Each month, on [2nd Saturdays at Spur](#), educators, scientists, and partners share their most exciting hands-on activities for a day of family-friendly fun! January's 2nd Saturday coincides with CSU Day at the National Western Stock Show on Jan. 14 and it promises CAM the Ram sightings and lots of fun programs and giveaways—we'll see you there!

— **JOIN OUR TEAM:** Positions are open for operations and community roles, and more positions are expected soon. [View all open job postings.](#)

— **GETTING AROUND SPUR:** There is a new free shuttle service app, [Denver Connector](#), that will take you to and from destinations in the Globeville and Elyria Swansea neighborhoods.

— **FRIENDSHIP AWARD:** CSU Spur was honored to receive an award from [Dumb Friends League](#) for meaningful and impactful partnership. Dumb Friends League operates a community-facing [veterinary hospital at CSU Spur](#), and the partnership includes CSU externs and the opportunity to work together to inspire the next generation who will work in animal care.

— **CALLING ALL TASTE "BUDS":** CSU Spur's taste testing lab is launching soon, and we're looking for people who would like to get paid to try food and beverage items and provide feedback! [Learn more.](#)



The [CSU Spur of the Moment](#) podcast explores how experts are tackling big challenges in their fields. In the latest episode, host Jocelyn Hittle interviews Dr. Diana Wall, world-renowned ecologist and the inaugural director of the School of Global Environmental Sustainability at Colorado State University.

[Listen and subscribe](#) wherever you find your podcasts.

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*[Together We Grow](#) (TWG), a consortium of some of the world's largest agribusiness interests, is focused on building a skilled, diverse, and inclusive agriculture workforce. It is headquartered at the [CSU Spur campus](#) at the National Western Center in Denver.*

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Happy New Year! It's hard to believe that it is 2023 — and yet I have had no trouble writing the correct date on documents since approximately Jan. 3 (possibly the earliest date I have achieved this in my lifetime).

I'll be honest, I am very excited about this year for Together We Grow. We had a strong 2022 (check out the update below on the 2022 annual report), but I think the best is yet to come for this organization. Not only do we have a [fantastic annual conference](#) planned in April in partnership with MANRRS in Atlanta, Ga. (have you registered yet?!), but we also have some very important work coming up related to the strategic plan for TWG. This organization has a lofty and critical mission that can only be improved by a strategic plan that affords TWG the opportunity to establish clear goals and objectives and measure our impact over time. As a result, the TWG board of directors has nominated and established a strategic planning committee to pursue this effort over the first six months of 2023. This group of leaders comes from a variety of organizations, roles, and diverse backgrounds and perspectives, and I can't wait to see what we achieve in the coming months as a committee.

Throughout this effort, we need you! We will be determining ways to engage with you and get your input and perspective through various channels, such as conversations, surveys, and via the Connect Conference and 2023 Annual Meeting. Don't miss out on this



opportunity to be a part of influencing our future and direction as an organization — we are better together. Let's do this!

Lauren Baer

Executive Director, Together We Grow

## EARLY BIRD REGISTRATION ENDS JAN. 31!



We hope you are getting excited for the Together We Grow 2023 Connect Conference and Annual Meeting April 11-12 in Atlanta, Ga.! Early bird registration end on Jan. 31, so [register today!](#) In addition to our speaker announcement in this newsletter, we will be announcing more information about some of our exciting speakers and topics this month.

Please visit our [Connect Conference and Annual Meeting event webpage](#) to learn more about the event, registration deadlines, and to register. The **first 20 people** to register by the early bird deadline (**Jan. 31**) will be entered into a drawing to win a copy of “[Power of a Plant](#)” by [Stephen Ritz of the Green Bronx Machine](#) or “[Inclusion Revolution](#)” by [Daisy Auger-Domínguez](#) of VICE Media.

Build in additional time to stay for the MANRRS Diversity Summit April 12-13 as a part of the MANRRS 2023 National Conference. Information about registering for the MANRRS Diversity Summit may also be found on the [annual meeting webpage](#), including discounts available when registering for both events.

## SPEAKERS CONFIRMED FOR CONNECT CONFERENCE





We are beginning to announce confirmed speakers for the Connect Conference and Annual Meeting and the news is exciting! We won't be spilling all the information just yet, but to give you a glimpse, we are excited to welcome Dr. Dewayne Goldmon, senior advisor of Racial Justice and Equity to the Secretary of Agriculture at the United States Department of Agriculture, to share his perspectives in a fireside chat moderated by Dr. Quentin Tyler, director of Extension at Michigan State University. This conversation will delve into the current state of the agriculture sector related to workforce development and DEI, and what progress we are striving for as a sector.

This is one of many exciting conversations on the agenda, so [register today](#) to be a part of this event! Keep an eye on our [event webpage](#) for additional speaker and agenda information as it is announced.

## THANK YOU, REBECCA!

The TWG team looks a little different this year. Rebecca Popara served as an executive assistant to both TWG and the CSU System International Agriculture program in 2022. Effective Jan. 1, Rebecca transitioned full-time to International Ag as a program associate. We will miss Rebecca greatly and want to share a huge thanks for all her efforts over the past year. We are beyond happy for this next step in her career!

Going forward, please reach out to Lauren Baer at [Lauren.Baer@colostate.edu](mailto:Lauren.Baer@colostate.edu) for any TWG-related matters.





# ANNUAL REPORT COMING SOON

For the first time since TWG's inception, the organization is publishing an annual report highlighting the achievements and activities of 2022. This report will be available on the [TWG website](#) later this month and will be emailed to the primary contacts of TWG member organizations. Check back in late January for your opportunity to see 2022 in review!

## JOIN US FOR TWG VIRTUAL MEMBER SHARING

The *Workforce Next and Best Practice Series* will meet from 9-10 a.m. MST on Jan. 25 for a special Q&A and coaching session related to the December working group session about building everyday acts of inclusion in your organization. [Shanta Eaden](#), CEO of [Leaders Edge Consulting](#), will lead this conversation, followed by part two of the series in February focused on action planning. As organizations are thinking about their goals for 2023, we encourage you to attend and consider how you are furthering inclusion at your organization and as an individual. If you missed the December session, please [view the recording](#) ahead of Jan. 25. To ensure these sessions are targeted to attendees, please complete [this "insights & questions" form](#) to inform the upcoming conversations.

The *Inclusive Excellence in Higher Education Working Group* will meet from 9-10 a.m. MST on March 30.

If you wish to be added, removed, or to appoint someone from your organization to these groups, please email Lauren Baer at [Lauren.Baer@colostate.edu](mailto:Lauren.Baer@colostate.edu).

## FOOD AND AG IN THE NEWS

- [High-profile athletes buying U.S. farmland](#)
- [Hydro opening marks realization of vision for innovation at CSU Spur](#)
- [Researchers lead \\$2 million research project to produce hydrogen](#)
- [Bunge to invest \\$550M in new soy protein concentrate facility](#)
- [PepsiCo to bring iconic chip brands into new snacking categories in 2023](#)
- [Wells Fargo Grant supports regenerative ag](#)
- [AgCareers.com's interview or review GUARANTEED](#)

## WE NEED YOUR STORIES!



Help us tell your stories to expand the frame for how young people understand careers in the food and agriculture sector! We are looking for recorded video content answering the following questions:

- How are you impacting the world?
- What are the most interesting parts of your job or your day?
- What are your goals and how are you achieving them?
- What are you doing to drive innovation in food & agriculture?
- How do you critically apply your work to your daily life?

Connect with us and share your story by contacting Russell Schiller at [Russell.Schiller@colostate.edu](mailto:Russell.Schiller@colostate.edu) and follow us on social at the links below!

[Instagram](#) | [Twitter](#) | [LinkedIn](#) | [Facebook](#) | [TikTok](#)



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The [ColoradoCast](#) is a short-term (~6 month) economic forecast for the Colorado economy developed by the [Colorado Futures Center](#), a 501(c)(3) organization that serves as part of the [Colorado State University System](#) and is dedicated to informing economic, fiscal and public policy issues impacting community economic health and quality of life.

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## LATEST COLORADOCAST FORECASTS NEGATIVE GROWTH, BUT NOT A RECESSION

For the first time since we began doing ColoradoCast releases late last year, the forecast is for a small decline in the economy in early 2023, and a bounce back to growth expected in early Q2 of 2023.

Even with the modest declines forecast for early 2023, our economists continue to believe that the state will avoid a recession.

Declines in the housing market – the strongest driver of the current forecast – are expected to moderate and the state continues to benefit from on-going strength in the labor market, resilient consumers, and indications at a national level that inflation may be easing – all lending resiliency to the Colorado economy. The modest declines in early 2023 are more consistent with the pattern of slowdown evident in the state's economy during the post pandemic



recovery than of a full recession.

While the slight declines for two months in early 2023 were not unexpected, I'm relieved to see that they remained modest and short-lived. This latest forecast continues to support our previous assessments that Colorado's economy is resilient and is well-positioned to weather current headwinds and avoid recession.

We hope this short-term forecast is helpful as you plan for the upcoming quarter, please find our detailed ColoradoCast at [coloradofuturescsu.org/coloradocast](https://coloradofuturescsu.org/coloradocast).

Thank you,

Dr. Phyllis Resnick  
Lead economist and executive director  
Colorado Futures Center at the Colorado State University System

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# NAAAN

## NORTH AMERICAN AGRICULTURAL ADVISORY NETWORK

The [North American Agricultural Advisory Network](#) (NAAAN) promotes engagement among Canadian, Mexican, and U.S. agricultural and rural development advisory services and their counterparts worldwide. It is headquartered at the [CSU Spur campus](#) at the National Western Center in Denver.



### LETTER FROM TONY FRANK, STEERING COMMITTEE CHAIR

Welcome to the first newsletter for the North American Agricultural Advisory Network! We hope this will become a useful way to share information about the activities and progress of the NAAAN and connect consistently with those invested in its mission.

North America's decision to join the Global Forum for Rural Advisory Services (GFRAS), as the 17th network through the NAAAN comes at a time when food security for each country and the region is paramount. As Steering Committee Chair and Chancellor of the Colorado State University System, where the NAAAN secretariat is housed, I want to express my gratitude to all those who have helped the NAAAN move from conception to reality. In particular, the leadership and involvement of the United States Department of



Agriculture (USDA), Ministry of Agriculture for Mexico (SADER), and Agriculture and Agri-Food Canada (AAFC) provides the foundation for the NAAAN's future success and ability to move forward in collaboration for our farmers, extension agents, and our communities.

In the last year, the formulation of the governance structure has been solidified in the [NAAAN Charter and the Memorandum of Agreement between CSUS and the USDA](#) (as host institution and host country for the NAAAN). We look ahead to formalizing programmatic next steps around the three thematic areas of the NAAAN:

- Biodefense/biosecurity and management of natural disasters
- Climate change: improving soil health and water management
- Building skills and career development: supporting the next generation of agricultural leaders

Structure and planning, of course, matter. But even more important is the innovative thinking and creative energy that all the participating organizations and stakeholders bring to the table to move the NAAAN's agenda forward. This effort can become a series of meetings and bureaucratic memos—or it can be a true game-changer in how the countries and people of North America work together on issues of dramatic importance to all of us. What it becomes will be largely up to us and what we do or don't invest to further the NAAAN mission and our role as members in the GFRAS network.

For the CSU System, participating in the NAAAN and hosting the secretariat is a natural extension of our role as a U.S. land grant university (and member of APLU, the Association of Public and Land Grant Universities). We have a responsibility to support high-functioning, impactful extension, and advisory services in the U.S., and we know the difference these services make in the lives of communities and individuals. The NAAAN, as a platform for global dialogue and partnership, takes that commitment up a notch, but the mission is still the same: to make a difference and support a secure, safe, and stable food supply for all the people and communities we represent.

On behalf of the NAAAN and its leadership, thank you for your interest and engagement as we undertake the next full year of partnership and progress. We look forward to working together to achieve new and needed solutions for food security.

-tony

Dr. Tony Frank  
NAAAN Steering Committee Chair  
Chancellor, Colorado State University System

## **IN THE NEWS**





*Dr. Chavonda Jacobs-Young, USDA under secretary for Research, Education, and Economics, and Dr. Tony Frank, chancellor of the CSU System, hold up the signed Memorandum of Agreement.*

## INTERNATIONAL PARTNERSHIP FOCUSES ON GLOBAL FOOD SECURITY

Leaders from Mexico, Canada, and the United States gathered at the new CSU Spur campus in Denver on Sept. 26 for a ceremony formalizing an arrangement for the Colorado State University System to serve as host of the NAAAN.

[Read more.](#)

## EVENTS

— **COUNTRY CONVENINGS:** This past fall, the NAAAN conducted three virtual country convenings in each of its member countries: Canada, Mexico, and the United States. Nearly 175 registrants joined to reflect on the “Feeding North America through Agricultural Extension” report and to hear from country experts. Participants represented various organizations across government, higher education, NGOs, and industry. [View the participation list](#), and [learn more about the country convening process](#).

— **2022 GFRAS ANNUAL MEETING OVERVIEW:** The NAAAN Secretariat attended and participated in the 2022 Global Forum for Rural Advisory Services (GFRAS) Annual Meeting in Santiago, Chile in October. As a new network member, 2022 is the first year that the NAAAN formally participated in the annual meeting. [Learn more about the annual meeting](#).



— **STEERING COMMITTEE MEETING REMINDER:** The NAAAN Steering Committee will meet on Dec. 16 to review the findings of the fall country convenings and to discuss NAAAN programmatic activities.

## RESOURCES

— **NAAAN MAPPING STUDY AND REPORT:** The NAAAN, in partnership with the United States Department of Agriculture, published a report titled “Feeding North America through Agricultural Extension: A Report from the North American Agricultural Advisory Network (NAAAN)” in Fall 2022. This publication includes a history of extension in North America and information gathered in the 2021 NAAAN survey of over 500 participants in Canada, Mexico, and the United States. The report will inform future NAAAN programming and the work we will do collectively across the three countries. Read the report in [English](#), [Spanish](#), or [French](#).

## FROM THE NAAAN EX OFFICIO LEADERS

*Here's what our ex officio members have to say about the NAAAN and the new “Feeding North America through Agricultural Extension” report:*

**The Honourable Marie-Claude Bibeau, Minister of Agriculture and Agri-Food, Canada**



“Improving the world’s agricultural businesses and networks relies on effective knowledge share collaboration. We are building a closer partnership between agricultural producers and stakeholders in Canada, the United States, and Mexico through the NAAAN. This study identifies the gaps that exist in agricultural information and research and will add value to the tools available to the agricultural sector across our three countries.”

**Secretary Victor Villalobos, Secretary of Agriculture and Rural Development, Mexico**

“We are convinced that this collaboration will be a game changer to our research institutions, to many small-scale farmers,





to indigenous communities, and to our youth from remote communities, by bringing a positive effect in the access to knowledge and science. NAAAN will help to make a difference, so they can definitely change their world.”

**Secretary Tom Vilsack, Secretary of Agriculture, USDA, The United States**



“Never before has agricultural extension had such import to global and national security as it does today. Nearly 15% of people in the world were estimated to be food insecure in 2021, and this year, the impact of Russia’s unprovoked war on Ukraine is expected to push as many as 40 million more people into poverty. This study sets the groundwork for developing a generation of agricultural leaders who will provide all our global citizens with consistent access to safe, healthy, affordable food.”

## **FROM OUR PARTNERS**



**Agriculture and  
Agri-Food Canada**



Learn about the **Agriculture and Agri-Food Canada (AAFC)** programs and services for industry, markets, trade, science and innovation, and other industry information on [its website](#). Read more about AAFC's recent activities with the NAAAN and Mexico below.

— Canadian Agriculture Minister Marie-Claude Bibeau and Deputy Minister Chris Forbes participated in two events during November in Mexico to discuss themes of interest to the NAAAN with Mexican counterparts.

— Minister Bibeau engaged in a virtual panel discussion on soil and water management, climate change and biodiversity, organized by the Mexican Secretary of Agriculture Victor Villalobos, and raised the importance of hearing from the next generation of agriculture producers and from under-represented groups in decision making around the future of the sector.

— Deputy Minister Chris Forbes spoke at the Global Agri-Food Forum on a panel discussing global disruptions and challenges in the agri-food sector and had the opportunity to discuss the importance of information sharing and collaboration with Mexican NAAAN partner CIMMYT.



# SADER

SECRETARÍA DE AGRICULTURA  
Y DESARROLLO RURAL

Learn more about Mexico's **Ministry of Agriculture and Rural Development (SADER)** programs and services on [its website](#). Read more about SADER's recent activities with North America below.

— Earlier this fall, Mexico's Secretary of Agriculture and Rural Development Víctor Villalobos summoned the Canadian, Mexican, and United States Agricultural authorities to collaborate to increase the productivity and competitiveness of North America, with a focus on sustainability. [Read the story](#).

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Read below for [webinar](#) and [grant](#) information from the **United States Department of Agriculture (USDA)** [National Institute of Food and Agriculture \(NIFA\)](#).

— **NIFA webinars and learning sessions:**

- Dec. 8, 3 p.m. EST: [Live FAQ session: Agriculture and Food Research Initiative's Rapid Response to Extreme Weather Events Across Food and Agricultural Systems](#)
- Dec. 20, 2 p.m. EST: [Methyl Bromide Transition Technical Assistance Webinar](#)

— **Upcoming NIFA grant application deadline:**

- Dec. 14: [From Learning to Leading: Cultivating the Next Generation of Diverse Food and Agriculture Professionals](#)
- Dec. 31: [Agriculture and Food Research Initiative – Foundational and Applied Science Program](#)



Learn more about the **International Maize and Wheat Improvement Center (CIMMYT)** by visiting [its website](#), [signing up for its newsletter](#), and reading the recent activities below.

— COP27, the UN Climate Change Conference for 2022, took place Nov. 6–18 in Sharm El-Sheikh, Egypt. Scientists and researchers from CIMMYT represented the organization at a wide range of events, covering gender, genebanks, soil health, and digital innovations. [Read more.](#)

— Nestle Mexico and CIMMYT expanded their collaboration for responsible sourcing through Plan Maiz. One of the goals is to ensure that 20% of the maize and wheat from the project is sourced through regenerative agriculture practices by 2025 and 50% by



2030. [Read more.](#)

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