

BOARD OF GOVERNORS MEETING
October 6-7, 2022
Lory Student Center

THURSDAY, OCTOBER 6, 2022

BOARD OF GOVERNORS BREAKFAST – Room 300, Lory Student Center 8:30 a.m.

CONVENE BOARD MEETING – Longs Peak Room, Lory Student Center 9:00 a.m.

BOARD MEETING– CALL TO ORDER

1. BOARD CHAIR’S AGENDA (10 min) (4) 9:00 a.m. – 9:05 a.m.

2. PUBLIC COMMENT (15 min) (5) 9:05 a.m. – 9:20 a.m.

3. CHANCELLOR’S REPORT (45 min) (6) 9:20 a.m. – 10:05 a.m.

- Retreat Outcomes
- Action on BOG Policy 122 – Board Appointment (11)
- Action on the CSU Institutional Fee Plan and Policy (14)
- CSU Spur Update – Jocelyn Hittle (22)

4. CSU REPORTS (40 mins) (27) 10:05 a.m. – 10:45 a.m.

- Student Report – Presented by Rob Long (10 min) (28)
- Faculty Report – Presented by Andrew Norton (10 min) (37)
- President’s Report – Presented by Rick Miranda (20 min) (39)

BREAK (10 mins)

5. RURAL INITIATIVE – Rick Miranda and Kathay Rennels (30 min) (55) 10:55 a.m. – 11:25 a.m.

6. ANNUAL AG REPORT – Dean James Pritchett (45 mins) (56) 11:25 a.m. – 12:10 p.m.

LUNCH - (50 mins)

7. ACADEMIC AND STUDENT AFFAIRS COMMITTEE (45 min) (97) 1:00 p.m. – 1:45 p.m.

Dr. Nate Easley, Chair

- Preliminary Enrollment Reports – CSU (121), CSU Pueblo (124), CSU Global (127)
- Student Success Initiative Update – CSU (130), CSU Pueblo (137), CSU Global (145)
- New Degree Programs:(148)
 - CSU Graduate Certificates in: Aerospace: Satellites, Radars and Remote Sensing; Hydraulic Design; and Arts Management
 - CSU Global Certificate in: Digital Health Technology (150)
- Approval of Degree Candidates – CSU (157), CSU Pueblo (158), CSU Global (159)
- CSU Pueblo Program Review (160)

BREAK (10 min)

8. REAL ESTATE/FACILITIES COMMITTEE (1.5 hr) (161) 1:55 p.m. – 3:25 p.m.

Kenzo Kawanabe, Chair

Executive Session

Open Session

Action on Program Plan VTH Additions/Renovations (163)

Action on Updated 2 Year Cash List (166)

9. EVALUATION COMMITTEE (1 hr) (168) 3:25 p.m. – 4:25 p.m.

Armando Valdez, Chair

BOARD DINNER –ARDEC, Fort Collins (social) 6:00 p.m.

FRIDAY, OCTOBER 7, 2022

BOARD OF GOVERNORS BREAKFAST – Room 300, Lory Student Center 8:30 a.m.

RECONVENE BOARD MEETING – Longs Peak Room, Lory Student Center 9:00 a.m.

10. AUDIT AND FINANCE COMMITTEE (1.5hr min) (169) 9:00 a.m. – 10:30 a.m.

John Fischer, Chair

Audit Items

- FY 2021-2022 Year in Review (172)
- Internal Audit Dashboard (173)
- Status of FY 22-23 Audit Plan (174)
- Review of Audit Reports Issued (175)
- Status of Past Due Audit Recommendations (186)

Finance Items

- State Budget Update (195)
- Campus Budget Scenarios with Enrollment Update and Tuition Discussion FY23 and FY 24 (196)
- CSU System Treasury Update (200)
- Approval of Twenty-Third Supplemental Resolution (203)
- Debt Capacity Presentation – North Slope Advisors (232)

11. GOVERNMENT AFFAIRS UPDATE (30 min) (242) 10:30 a.m. – 11:00 a.m.

Henry Sobanet, Gavin Clingham and Lindsay Videnieks

12. EXECUTIVE SESSION (1 hr) (243) 11:00 a.m. – 12:00 p.m.

13. APPROVAL OF CONSENT AGENDA (5 min) (244) 12:00 p.m. – 12:05 p.m.

Colorado State University System

- Minutes of the June 6, 2022 Audit and Finance Committee
- Minutes of the June 8-10, 2022 Board and Committee Meetings

Colorado State University System
Board of Governors Meeting Agenda
October 6-7, 2022

- Minutes of the August 3-5, 2022 Board Retreat
Colorado State University
- Graduate Certificates in Aerospace: Satellites, Radars and Remote Sensing; Hydraulic Design; and Arts Management
- Approval of Degree Candidates
Colorado State University Pueblo
- Approval of Degree Candidates
- Program Review Schedule
Colorado State University Global Campus
- Graduate Certificate in Digital Health Technology
- Approval of Degree Candidates

LUNCH (20 min)

14. CSU-PUEBLO REPORTS (40 min) (245)

12:25 a.m. – 1:05 p.m.

- Student Report – Presented by Mikayla Lerch (10 min) (246)
- Faculty Report – Presented by MD Islam (10 min) (249)
- President’s report – Presented by Tim Mottet (20 min) (256)

15. CSU GLOBAL REPORTS (35 min) (268)

1:05 p.m. – 1:40 p.m.

- Student Report – Presented by Paige Martinez (10 min) (269)
- Faculty Report – Presented by Jennifer Davis (10 min) (271)
- President’s Report – Presented by Pam Toney (15 min) (274)

ADJOURN BOARD MEETING

1:40 p.m.

OPTIONAL CAMPUS TOUR - University Center for the Arts (1:40 – 2:10)

Next Board of Governors Board Meeting: December 1-2, 2022, CSU Spur

APPENDICES

- I. Correspondence (286)
- II. Construction Reports (302)
- III. Higher Ed Readings (315)

Section 1

Board Chair's Agenda

Section 2

Public Comment

This Section intentionally left blank

Section 3

Chancellor's Report



DISRUPTION
ADVISORS

CSU System Strategic Overview



Table of Contents

- CSU System Overview
- Discussion Plan
- Strategic Overview

CSU System 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.**

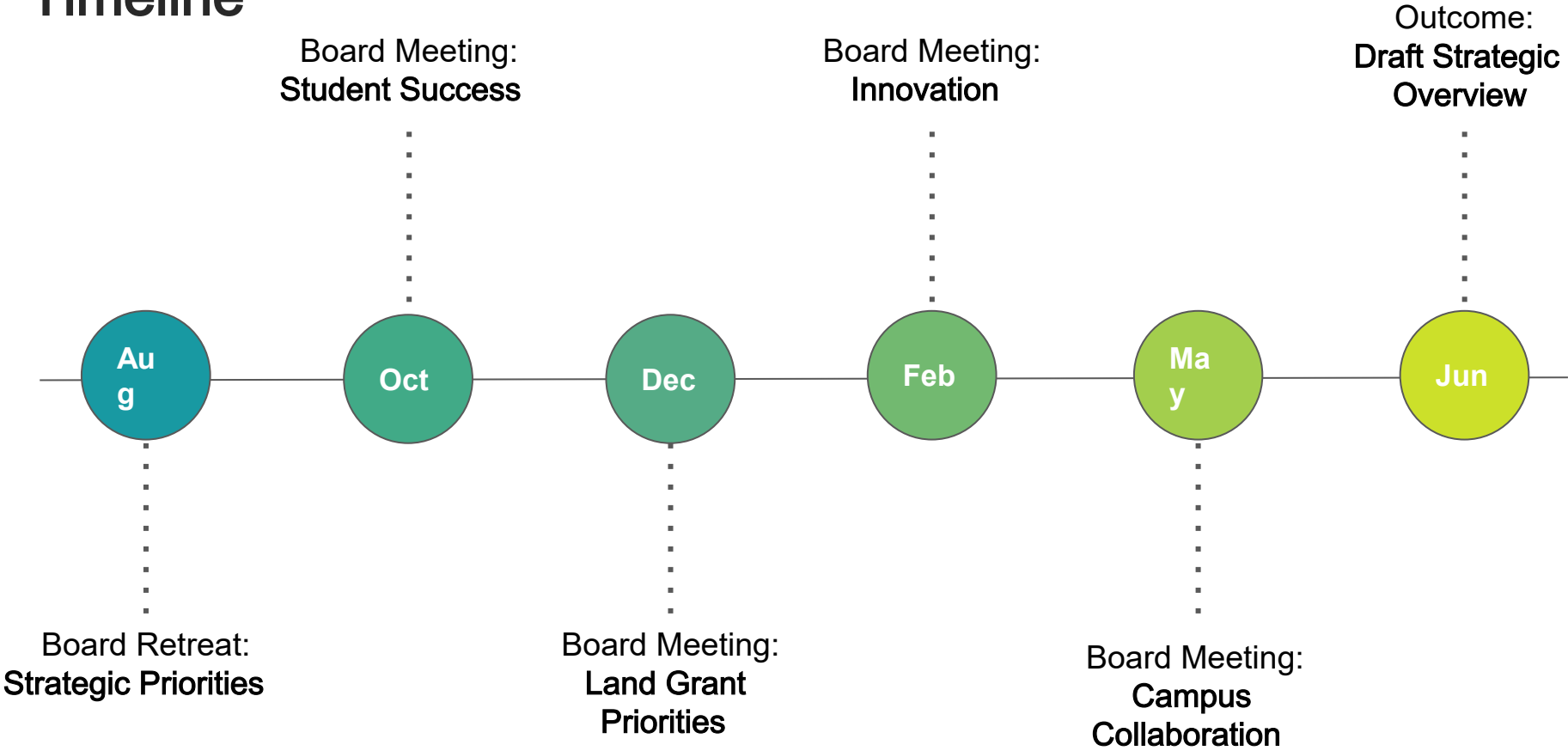
A commitment to **open communication, ethical conduct,** and full **accountability.**

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

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

Discussion Plan

Timeline



Discussion Plan

Month	Event	Discussion
Aug	Board Retreat	Strategic Priorities Brainstorm and select strategic priorities for the CSU System
Oct	Board Meeting	Student Success 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	Land Grant Priorities: Access & Affordability and Agriculture 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	Innovation 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	Campus Collaboration 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		Draft of Strategic Overview Completed

Strategic Overview

Strategic Overview: Part I

Priority	5-Year Goals	System Activities	Campus Activities
Student Success	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX
K-12	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX
Innovation	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX
Campus Collaboration	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX

Strategic Overview: Part II

Priority	5-Year Goals	System Activities	Campus Activities
Access and Affordability	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX
Agriculture	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX
Rural Development	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX
Environmental Sustainability	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX	<ul style="list-style-type: none">● XX● XX

Student Success

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX

K-12

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX

Campus Collaboration

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX

Innovation

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX

Land Grant: Access and Affordability

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX

Land Grant: Agriculture

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX

Land Grant: Rural Development

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX

Land Grant: Environmental Sustainability

Goals

xxFill in

CSU System Activities

- XX
- XX
- XX
- XX
- XX

Campus Activities

- XX
- XX
- XX
- XX
- XX



OFFICE OF THE CHANCELLOR

COLORADO STATE UNIVERSITY SYSTEM CHANCELLOR'S REPORT

October 6-7, 2022

CSU Systemwide

- The CSU system is creating the first system-level partnership with [College Track](#), a non-profit organization that supports students with limited resources in their college aspirations. College Track will have an office at CSU Spur, where students from Denver high schools will regularly meet for wrap-around academic and social support. Upon high school graduation, eligible students will be able to matriculate at one of the CSU System institutions.
- The CSU System and CSU Pueblo are engaging with leaders in the San Luis Valley in discussions around partnerships for an HB-1350 Regional Talent Development Initiative grant funding proposal.
- The System and CSU Fort Collins are working with other Colorado APLU university members to align state institution representation and the upcoming APLU Annual Meeting, which will be held in Denver in November. The Association of Public and Land Grant Universities is one of the premier organizations representing the interests of public universities and systems nationally.
- Chief Educational and Operations Innovation Officer Becky Takeda-Tinker provided a panel presentation on the work and tangible programs of the CSU System and its institutions as the State's land grant institution for the South Metro Denver September Conference on Workforce Development.
- A Systemwide Civic and Business inventory effort is underway to gather information on how leaders across the System and all campuses are engaged with their communities through volunteerism, Board service, and more.
- Senior Vice Chancellor Sobanet attended the Colorado Inclusive Economy Annual Summit on September 21, 2022.

Campus Updates

- The CSU System continues to work closely with the campuses to share best practices in areas of communication, finance, IT, partnerships, transfer issues, and other key arenas.
- Chancellor Frank and CSU System staff have supported the Board in the formation and charge of a search committee to find the next permanent president of the CSU Fort Collins campus.
- CSU Pueblo and the CSU Fort Collins College of Agricultural Sciences and College of Health and Human Sciences are leading a federal grant opportunity to meet the needs of Colorado's agricultural communities – including behavioral and mental health services and workforce development – through creation of pathways to bachelor's and master's degrees.



OFFICE OF THE CHANCELLOR

This project is a collaboration with the Governor's Office, Colorado community colleges, and four-year colleges.

- Chancellor Frank and AVC Jocelyn Hittle spoke to a reception for members of the CSUFC 1870 Club when they toured Spur in June.
- CSU System staff including Dr. Takeda-Tinker and AVC Hittle attended the Fall Forum hosted by Interim President Miranda for the Fort Collins campus.

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.
- Chancellor Frank co-authored an op-ed in The Hill with former US Senate Majority Leader Tom Daschle on the role land-grant universities play in protecting the country from biosecurity threats.
- Senior Vice Chancellor Sobanet and AVC Jocelyn Hittle hosted US Secretary of Agriculture Tom Vilsack at CSU Spur Terra for a Department of Agriculture announcement, roundtable, and press conference on September 19, 2022.

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.
- Interim Chief Academic Officer Roze 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.
- Chancellor Frank attended Mayor Hancock's State of the City address and reception in July.
- Senior Vice Chancellor Sobanet continues to serve on the Governors Taskforce Concerning Tax Policy.

Statewide Partnerships

- Chancellor Frank and Kathay Rennels, interim VP for Engagement and Extension at CSUFC, toured Colorado over the summer, meeting with Extension teams, higher education colleagues, county commissioners, and community leaders.



CSU SYSTEM

OFFICE OF THE CHANCELLOR

- Chancellor Frank participated as a panelist at the Ranching Legacy Symposium hosted by the Colorado Cattlemen's Association in June.
- Chancellor Frank led a keynote discussion about the ROI of a college degree at the National Alumni Career Mobility Survey annual meeting in June.
- Dr. Takeda-Tinker is working with the Douglas County School District to support their Teacher Cadet program and to assist in the development of their new student workforce education programs.
- CSU System staff is engaging with the Castle Rock Collaboration Campus and Arapahoe Community College leadership on Phase 2 program strategy for the campus.
- Dr. Takeda Tinker is working with the Denver Chamber of Commerce's Leadership Denver team and its stakeholders to develop a training program for equitable hiring and personnel management for HR professionals and organizational leaders.
- Senior Vice Chancellor Sobanet attended the Denver Metro Chamber Board retreat August 10-12, 2022.
- Senior Vice Chancellor Sobanet, Dr. Takeda-Tinker, and other System staff represented the System at the Denver Metro Chamber Annual Luncheon on September 7, 2022.
- Senior Vice Chancellor Sobanet attended the Denver Metro Chamber Leadership Exchange trip to Seattle September 22-24, 2022.

CSU Spur

- Spur held a new programs orientation for the 37 new programs that will be hosted at Spur in FY23 and a sold-out 250-person expo on the Fort Collins campus to attract new projects for FY24.
- Formal courses have begun at Spur, including the Master's of Agricultural and Food Innovation Management; Organizational Learning, Performance, and Change; and Construction Management.
- More than 1,000 visitors came to Spur during August and September for various meetings and events, bringing the total number of visitors to date to 17,000.
- In September, Spur hosted the Extension County and Regional Directors for a two-day retreat; the Denver Leadership Foundation's Leadership Denver class; and welcomed U.S. Secretary of Agriculture Tom Vilsack and the Colorado Commissioner of Agriculture for an announcement regarding climate-smart agriculture programs.
- The Spur team continues to work with community groups and partners to develop responsive programs.
- Spur has hired Nicholas Trujillo as the Food Innovation Center Operations Manager, and the College of Ag has hired Mike Gabel as Food Innovation Center Director.
- The Spur Impact(o) Map is complete, and a launch event for the map held on September 27th. Impact(o) is a high-tech, interactive map of CSU's statewide and global impact that focuses on the stories of faculty, alumni, students, and programs working around the globe.



CSU SYSTEM

OFFICE OF THE CHANCELLOR

- The College of Agricultural Sciences Ag Innovation Center and Metro Ag Experiment Station searches are ongoing. The College of Natural Sciences is hiring two instructors for lab sections at Spur, and this search is underway.
- Please mark your calendars for January 6th for the final ribbon cutting at the Hydro building.
- Follow @CSUSpur for the latest updates; [click here for links to all social accounts](#).

The Board of Governors
of the Colorado State University System
Meeting Date: October 6 - 7, 2022
Action Item

MATTER FOR ACTION:

Approval of revised Colorado State University System Board of Governors Policy 122.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System hereby approves the following revised Board Policy 122: CSUS Board Appointments Policy.

EXPLANATION: Presented by Jason L. Johnson, General Counsel.

From time to time and in accordance with best practices, the Board of Governors updates or amends its Policy and Procedures Manual. The modifications to Policy 122 simply clarify that the Board has delegated to the Chancellor the authority to approve the appointment, termination, or restructuring of institutional senior executive officers, such as Vice Presidents, Deans, and other direct reports to the campus Presidents. The updated Policy 122 is attached to this Action Item.

Upon approval of the aforementioned new policy, the Policy and Procedures Manual will be amended accordingly.

Approved

Denied

Board Secretary

Date

COLORADO STATE UNIVERSITY SYSTEM

Policy and Procedures Manual

SUBJECT: GOVERNANCE

Policy 122: CSUS Board Appointments Policy

Board Policy

In accordance with C.R.S. § 23-30-113, the Board has authority over all personnel matters relating to the Colorado State University System (CSUS) and its institutions and has delegated the authority – with certain reservations – to the Chancellor and the Presidents. Unless modified herein, all prior delegations of authority remain as set forth in specific Board resolutions. Further, C.R.S. § 24-50-135 *et seq.*, authorizes the Presidents of public higher education institutions, or their designees, to determine which administrative positions are exempt from the State personnel system. Also, Board Policy and procedures for appointments provide for different types of appointments depending on the category and function of the appointee, reserving to itself the appointment of the Chancellor; and on the recommendation of the Chancellor, the campus Presidents and CSUS Officers, as defined in Policy 105 and 106.

Employee groups include:

1. Administrative Professionals;
2. Academic Faculty; and
3. State of Colorado Classified Staff.

Procedures:

1. Administrative Professionals:
 - a. The Board has delegated to the Chancellor the authority to appoint and terminate administrative and professional personnel to the CSUS, except the General Counsel and Auditor; and to the Presidents the authority to appoint and terminate members of the administrative and professional personnel of their campuses. The Board delegates to the Chancellor final authority to approve appointments and terminations of the institutional senior executive officers – i.e., Vice Presidents, Deans, and other direct reports to the Presidents – of the campuses on the recommendations of the Presidents. Institutional restructuring that impacts senior executive officer positions must also be approved by the Chancellor.
 - b. The Chancellor and the Presidents administer salary increases for administrative professionals in accordance with Board approved guidelines and Board approved annual budgets and report the results to the Board, as appropriate.
 - c. The Chancellor and Presidents maintain annual evaluation and

performance assessment processes for all administrative professional personnel for the purpose of performance improvement, salary administration, and renewal of appointments.

- d. The Chancellor informs the Board, and the Presidents inform the Chancellor and the Board, of actual or impending vacancies and searches affecting the senior executive officers of the CSUS or the institutions.

2. Academic Faculty:

- a. The Board has delegated the authority for all faculty appointments and terminations to the campus Presidents.
- b. The Presidents provide annual staffing reports of academic faculty to the Chancellor and the Board.
- c. The Presidents administer salary increases for academic faculty in accordance with Board approved guidelines and Board approved annual budgets and report the results to the Chancellor and the Board.
- d. The Presidents maintain annual evaluation and performance assessment processes for all academic faculty for the purpose of performance improvement, salary administration, and renewal of appointments, including post tenure review at least once every five (5) years for tenured members of the faculty.

3. State of Colorado Classified Staff:

- a. The Board has delegated to the Chancellor and the Presidents the authority to administer the State of Colorado State Classified System for the CSUS and the campuses, as appropriate.
- b. The Chancellor and the Presidents provide annual staffing patterns for classified staff to the Chancellor and the Board, as appropriate.
- c. The Chancellor and the Presidents administer salary increase procedures for the classified staff in accordance with State rules and legislative direction and report the results to the Chancellor and the Board, as appropriate.

History: Amended by Board Resolution on May 3, 1995
Amended by Board Resolution on December 2, 2002
Amended by Board Resolution on June 17, 2003
Amended by Board Resolution on March 17, 2004
Amended by Board Resolution on December 4, 2000
Last amended by Board Resolution on October XX, 2022

The Board of Governors
of the Colorado State University System
Meeting Date: October 6 - 7, 2022
Action Item

MATTER FOR ACTION:

CSU and CSU Pueblo: Approval of Institutional Student Fee Plan and Policy.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System hereby approves the Institutional Student Fee Plan and Policy for Fiscal Year 2022 – 2023 for Colorado State University and Colorado State University Pueblo.

EXPLANATION: Presented by Rick Miranda, Interim President, Colorado State University, Timothy Mottet, President, Colorado State University Pueblo, and Jason L. Johnson, General Counsel.

In accordance with C.R.S. § 23-5-119.5 and Colorado Commission on Higher Education Policy VI-C, the Board of Governors is required to adopt an Institutional Student Fee Plan and Policy and to annually review the Plan and approve any changes. The attached Institutional Student Fee Plan and Policy for CSU and CSU Pueblo, respectively, align with statutory and CCHE requirements and provide the necessary information regarding student fees, as well as the processes the institutions follow for the review and internal approval of student fees each year. CSU Global does not charge student fees, thus no student fee plan is necessary.

There are no substantive changes to the Institutional Student Fee Plan and Policy for CSU or CSU Pueblo for Fiscal Year 2022 – 2023.

Approved

Denied

Board Secretary

Date

POLICIES OF COLORADO STATE UNIVERSITY
UNIVERSITY POLICY



<p>Policy Title: Student Fees</p>	<p>Policy ID # 2-1065-002</p>
<p>Effective Date: August 22, 2008</p>	<p>Category: 2. Finance</p>
<p>Policy Owner: The Board of Governors of the Colorado State University System</p>	<p>Contact(s): Contact: Vice President for University Operations Web: https://operations.colostate.edu/ Email: operations@colostate.edu Phone: (970) 491-5257</p> <p>Also Contact: Vice President for Student Affairs Web: https://studentaffairs.colostate.edu/ Email: vpsa@colostate.edu Phone: (970) 491-5312</p>

COLORADO STATE UNIVERSITY
FY2023 Institutional Student Fee Plan and Policy

INTRODUCTION AND PURPOSE

The purpose of this Institutional Student Fee Plan and Policy (Plan) is to provide information in accordance with C.R.S. § 23-5-119.5 and Colorado Commission on Higher Education Policy VI-C requiring the Board to adopt a Fee Policy and an Institutional Student Fee Plan.

1. Definitions:

As used in this Plan, we define the following terms:

Academic Course: A program of instruction, including, but not limited to educational, vocational, occupational, technical, music, and physical education courses.

Academic Facilities Construction: Academic Facilities are those facilities that are core to the role and mission of the institution and may include, but are not limited to space dedicated to instructional, student services, or administration. As defined in CCHE Policy Section VI-C-1.50, it includes buildings and site improvements, or specific space within a multi-use building (including utilities and transportation infrastructure) as defined in C.R.S. § 24-75-301. The determination of academic facility or space is based on the function/purpose of the building or space. In a multipurpose building, the space determination is based on the primary usage of space during the regular academic year.

Alternative Transportation Fee Advisory Board (ATFAB): The ATFAB is comprised of student members and non-student *ex officio* members that provide guidance and advice to the President of the Associated Students of Colorado State University (ASCSU) and the University administration regarding alternative transportation projects and initiatives and to recommend the allocation of ATFAB fees for new and improved transportation facilities and programs. ATFAB is governed by the ATFAB Bylaws, subject to the approval of the Student Fee Review Board (SFRB).

Auxiliary Facility: As defined in C.R.S. § 23-5-101.5(2)(a), any student or faculty housing facility; student or faculty dining facility; recreational facility; student activities facility; child care facility; continuing education facility or activity; intercollegiate athletic facility or activity; health facility; alternative or renewable energy producing facility, including but not limited to a solar, wind, biomass, geothermal, or hydroelectric facility; college store; or student or faculty parking facility; or any similar facility or activity that has been historically managed, and was accounted for in institutional financial statements prepared for the fiscal year 1991-92 as a self-supporting facility or activity, including any additions to and any extensions or replacements of any such facility on any campus under the control of the governing board managing such facility. "Auxiliary facility" shall also mean any activity undertaken by the governing board of any state-supported institution of higher education as an eligible lender participant.

Board for Student Organization Funding (BSOF): The body whose primary purpose is to allocate a portion of the ASCSU Student Fee approved by the Board of Governors of the Colorado State University System to student organizations for educational and cultural programming and to administer relevant provisions of Article VIII of the ASCSU Constitution. The BSOF Bylaws govern the BSOF.

Charge for Service: A charge assessed to certain students to cover the costs of delivering specific services to those students. Charges for service are not mandatory for all students. Charges for service are, however, required for students who meet the criteria for which the charge is assessed. These may include, but are not limited to: application charges, add/drop charges, fines and penalties, late charges, orientation charges, college technology charges and matriculation fees, parking permit charges and citations, and charges for services provided to

online students. Charges for service are not Student Fees and do not require legislative spending authority appropriation or student approval.

Contractually Based Fee: Any Fee that is (a) required to satisfy any existing contractual obligation or (b) related to bonds or other debt obligations issued or incurred before July 30, 1997. [Note: Fees related to bonds issued on or after July 30, 1997, are *User Fees*.]

Fee(s) or Student Fee(s): Fees are any amount other than tuition that is assessed to all individual students as a condition of enrollment in the University. Fees may be used for academic and non-academic purposes, including, but not limited to:

- Funding registered student organizations and student government;
- Construction, remodeling, maintenance, and improvement of student centers, recreational facilities, and other projects and improvements for which the University Facility Fee is approved;
- Intercollegiate and Intramural Athletics;
- Student Health Services;
- Technology and infrastructure for which the University Technology Fee is approved;
- Mass Transit; and
- Contractually Based Fees (including bond payments for which Student Fees have been pledged).

“Student Fee” excludes tuition, Special Course Fees, User Fees, and Charges for Services. Student Fees may be subject to certain waivers, exceptions, or prorations.

Special Course or Program Fee(s): These are mandatory fees that a student must pay to enroll in a specific course or program. Examples of Special Course fees are lab fees, music program fees, art fees, materials fees, and telecourse fees. Special Course Fees are established in accordance with the Special Course Fee Manual and are not Student Fees. Revenue generated from Special Course or Program Fees cannot be used to fund academic facilities’ construction.

Student Fee Review Board (SFRB): A body comprised of student members and non-student, *ex officio* members that exists for purposes of providing efficient, equitable, and consistent review of Student Fees and the services for which Fees are assessed. SFRB makes recommendations to the Board of Governors regarding Fee proposals, new Fee-funded areas, and changes to existing Student Fees. The SFRB Bylaws and the ASCSU Constitution govern SFRB. Alternative Transportation Fee Advisory Board (ATFAB), University Facility Fee Advisory Board (UFFAB), and University Technology Fee Advisory Board (UTFAB) recommended fees must be approved by SFRB. All Student Fee-funded areas make recommendations to SFRB except as specified in this Plan.

University Facility Fee: A Student Fee approved by ASCSU, including Senate Bill 3540 (2005), to be used for capital improvements at CSU.

University Facility Fee Advisory Board (UFFAB): A body comprised of student members and non-student, *ex officio* members, that provides guidance concerning the University Facility Fee to the Vice President for University Operations (VPUO) or their designees regarding project proposals for allocations of the University Facility Fee, and to ensure that all allocations of the University Facility Fee will be used to provide new facilities or to improve current facilities that directly benefit the students of Colorado State University. UFFAB is governed by the UFFAB Bylaws, subject to the approval of SFRB.

University Technology Fee: A Student Fee approved by ASCSU and the Board of Governors beginning in 2003 to be used to enhance online student services, replace computers, and build and maintain the physical improvements needed for computer infrastructure.

University Technology Fee Advisory Board (UTFAB): A body comprised of student members and non-student *ex officio* members that provides guidance and advice in the implementation and application of technology at Colorado State University; reviews all allocation requests of the University Technology Fee; and ensures that all allocations will be used to provide technology that has the potential to benefit as many Colorado State University students as possible. The UTFAB Bylaws, subject to the approval of SFRB, govern UTFAB.

User Fee(s): A fee collected for purposes of paying any bonds or other debt obligations issued or incurred on or after July 1, 1997, on behalf of an auxiliary facility, from persons using the auxiliary facility, which includes the amount necessary for repayment of the bonds or other debt obligations and any amount needed for the operation and maintenance of the auxiliary facility. User Fees do not require legislative spending authority appropriation and do not require student approval. Examples of User Fees include debt service associated with residence halls, parking facilities, and Fees paid by non-campus users for use of university facilities.

2. Types and purposes of Student Fees collected by the institution:

The institution collects Student Fees, User Fees, Special Course and Program Fees, and Charges for Services, as defined above. Student Fees are used for academic and non-academic purposes, including but not limited to funding registered student organizations and student government; construction, remodeling, maintenance and improvement of student centers, recreational facilities, and other projects and improvements for which the Fee is approved; intercollegiate and intramural athletics; student health services; technology for which the University Technology Fee is approved; mass transit; and Contractually Based Fees (including bond payments for which Fees have been pledged). The allocation of Student Fees to the funding of

registered student organizations or any other student speech shall be made in a viewpoint-neutral manner.

3. Procedures for establishing, reviewing, changing, and discontinuing Student Fees:

- a. The Student Fees to be assessed are approved annually by the Board of Governors of the Colorado State University System. The President of the University annually recommends to the Board of Governors the specific Fees and the allocation of Fee revenues, which may be approved, rejected, or modified at the Board's discretion. In addition, without restricting the President's discretion, the Bylaws of the Student Fee Review Board (SFRB) set forth the meaningful processes by which student input on Student Fees is provided to the University administration before the President makes a recommendation to the Board of Governors. The budget assumptions on which to base the requests are set by the CSU President consistent with the institution's annual budget process.
- b. Except for Contractually Based Fees and/or to provide for mandatory cost increases, all new Student Fees, and all increases in existing Student Fees, shall be subject to the Bylaws of the SFRB. Mandatory costs comprise salaries and benefits, debt service, utilities and general and administrative fees assigned by the University. All requests for new Student Fees, other than Contractually Based Fees, shall be initiated through the established SFRB process. This process shall require the SFRB to make recommendations regarding Student Fees in accordance with the SFRB Bylaws and ASCSU Constitution.
- c. Each academic year, an SFRB member will be assigned as a liaison to one or more programs or activities funded by existing Student Fees. The SFRB liaison will work with the Director of the program or activity throughout the academic year to learn about the program and its budget and to review any proposed change or increase to the Fees supporting that program. The Director of the Fee-funded area and the assigned liaison will present the budget and all relevant information for the next fiscal year. The SFRB liaison for a Fee area may advise the SFRB, but shall not cast a vote on Fees for that area. University leadership may also present information to the SFRB regarding institutional priorities and goals. The SFRB shall review and consider all information presented, including student input/feedback received by each SFRB member, following the specific processes and procedures detailed in the Bylaws of the SFRB. All recommendations for new Fee-funded areas shall be submitted to the SFRB in the form of a proposal as detailed in the SFRB Bylaws. The proposal shall demonstrate that the Fee request is student-sponsored, that sufficient student need for the Fee exists, and that the Fee will be allocated in partnership with a specific University department. Final approval of a new Student Fee rests with the Board of Governors.
- d. After the SFRB has reviewed the information presented by the liaisons, Directors, and University leadership, and evaluated any requests for new Fees, Fee increases or decreases, and Fee extensions, the SFRB forms recommendations and presents them to

the ASCSU Senate for a vote of confidence. The President's leadership team (such as the President's Cabinet or Operations Team, at the President's discretion) then reviews the recommendations and forwards them to the President, who then forwards them to the Board of Governors for final action, along with any additional or different institutional recommendations. The CSU student representative to the Board of Governors attends the meeting at which the Board reviews and approves the Student Fees.

- e. The Board of Governors annually reviews and approves Student Fees. Its review and approval process includes any new Student Fees and increases in existing Fees. Notwithstanding any other provision in the Institutional Fee Plan, or any other governing procedure, rule, bylaw, or policy, the Board of Governors shall provide to students at least thirty (30) days' advance notice of a new Fee assessment or Fee increase, which notice, at a minimum, specifies:
 1. The amount of the new Fee or of the Fee increase;
 2. The reason for the new Fee or Fee increase;
 3. The purpose for which the institution will use the revenues received from the new Fee or Fee increase; and
 4. Whether the new Fee or Fee increase is temporary or permanent and, if temporary, the expected date on which the new Fee or Fee increase will be discontinued.

A decision by the Board of Governors regarding a Fee shall be final: (1) the thirtieth day after final action by the Board of Governors; or (2) the date any debt or other obligation payable from the Fee revenues is issued or incurred by the Board, whichever is earlier.

4. Procedures by which students may contest the imposition or amount of a Fee and a process for resolving disputes regarding Fees:

The process described above includes direct, meaningful student input on all Fees. If a student wishes to lodge a complaint about a specific Student Fee (other than a Contractually Based Fee), the student must submit a complaint or request for a Fee waiver to the Vice President for Student Affairs, who may hear the appeal or appoint an appeal officer to hear the appeal and resolve the issues. The decision of the VPSA or appeal officer is final.

5. Plan for addressing reserve fund balances:

Fee-funded areas should maintain a fund balance between ten and twenty percent (10% - 20%) of annual revenues, dependent upon contractual and other financial obligations. Auxiliary Fee-funded areas should maintain a similar fund balance along with separate reserves in support of the anticipated capital expenditures and facility master plan.

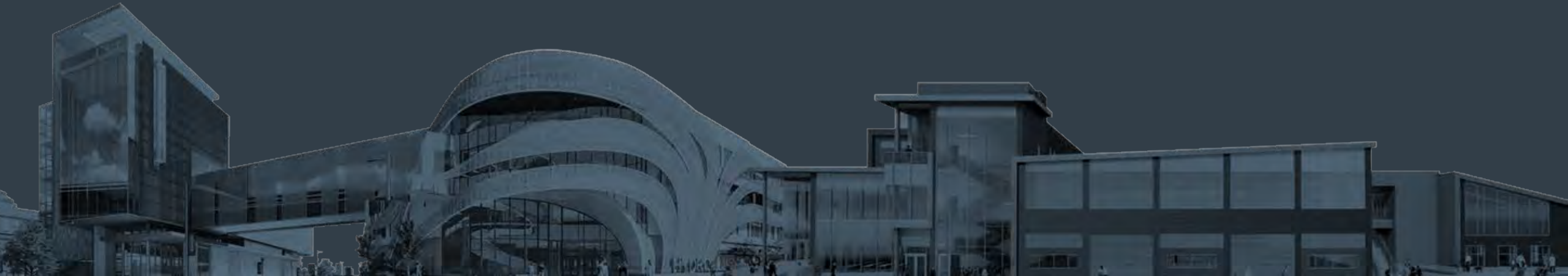
REFERENCES

[Board of Governors Resolution, _____](#) (update link)

[Board of Governors Policy on Student Fees](#)



CSU SPUR
BOARD OF GOVERNORS
October 2022





Hydro



- Program updates
 - Hiring Events Managers, Education Coordinator and Facilitators, Operations Coordinator, and Admin Associates in coming weeks
 - Water in the West is coming up on November 2-3 in Denver.
 - 2nd Saturdays have hosted over 125 people each month.
- Community engagement
 - Community Food Justice Garden, green-roof and greenhouse have provided over 325 lbs of food to the Growhaus food programs
- Communications
 - 2nd season of Spur of the Moment launched in September
 - Don't forget to follow @CSUSpur on Twitter, Instagram, etc.
- Mark your calendars for November 30th!



2ND SATURDAY AT CSU SPUR

Every **2nd Saturday** of the month, visit CSU Spur for family-friendly fun!

CSU Spur is always free and open to the public!

- Play in our Kid's Mock Vet Clinic and Kid's Kitchen
- Watch veterinarians at work
- Experience virtual reality
- Dig into our rooftop greenhouses and green roof
- See horses assisting with therapy for people
- Don't miss our educational exhibits and art installations

Plus, check out local food trucks offering food for purchase!



Thank you.



Section 4

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

October 2022

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.



Table of Contents:

Ram Welcome	3
Lyft Project	3
Bee Project	4
Involvement with the Jewish Community	4
Engagement with FCPD and CSUPD	4
Parking at CSUFC	4
Department Updates	7
Department of Finance.....	7
Department of Health.....	7
Department of Marketing.....	8
Department of State Law and Policy.....	8
Department of Environmental Affairs.....	8
Department of Graduate Affairs.....	8
Department of Campus Community.....	9

Ram Welcome:

Ram Welcome events were a huge success over the course of the first few days of Colorado State University Fort Collins (CSUFC) coming back. Hosted a booth at the Carnival (the spin-top game) and engaged with the student body. We also were heavily involved in the Ramlapoluza event, where there was a DJ, a dunk tank, and various other activities that the students engaged in. ASCSU passed out pizza and gave tours of the ASCSU space to those who expressed interest.

Lyft Project:

ASCSU has partnered with Off Campus Life (OCL) along with Lyft/Spin to ensure safer transportation for CSUFC students. Thursday nights in Fort Collins have been historically a very popular night for CSUFC students, with many going to the bars or attending parties around Fort Collins. However, there were not too many transportation services provided by CSUFC for these students on Thursday nights and Lindsay Mason from OCL reached out to me to help out with this project.

Since the start of the academic year, 100 Lyft codes were given out each Thursday night to CSUFC students to ensure that they have safe transportation on nights that services like RamRide are not operational. The project will cost \$36,000 in total, with OCL covering \$18,000 for the fall semester and \$18,000 being covered by ASCSU for the spring semester. \$9,000 of this will be covered by the executive branch and the other \$9,000 will be covered by senate discretionary. I will be working with a couple senators to hopefully pass a bill regarding this project.



Bee Project:

Met with David Hansen from Facilities along with Joe Urbowski, President of the Apiculture club; alongside ASCSU Director of Environmental Affairs Ken Kinneer. Had a conversation about improving the CSUFC bee apiary and making updates to the accessibility/aesthetic features in the apiary. These improvements would include: updates to the fencing around the apiary, installing a sprinkler system for the garden in the apiary, and further improving upon ADA compliance for accessibility.

Involvement with the Jewish Community:

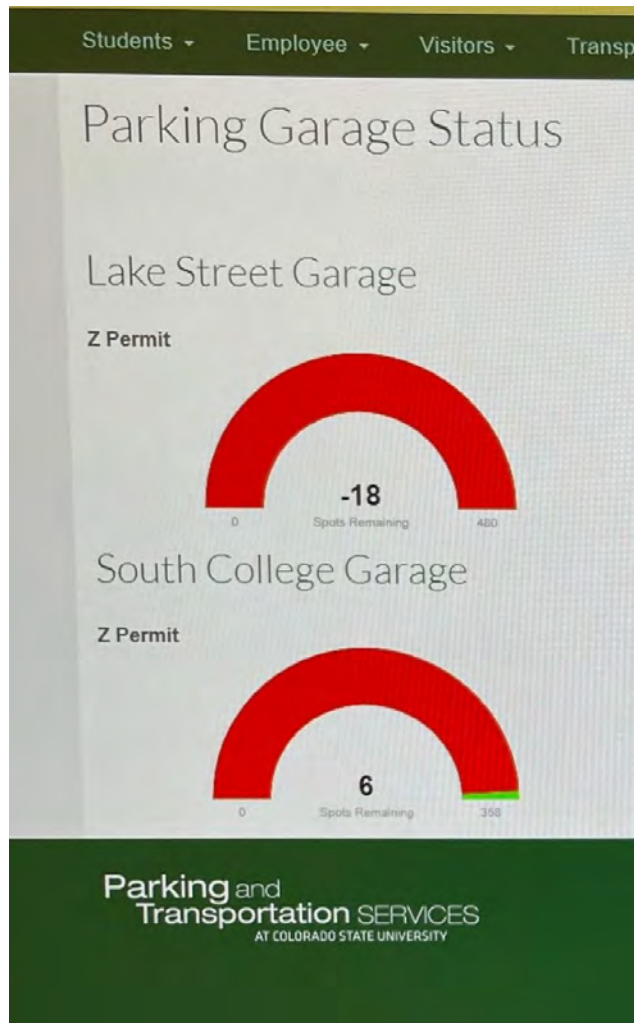
Over the past couple of months, I have made it a commitment of mine to be heavily involved in the Jewish community on campus. I've heard the stories/concerns of a group that still, to this day, experiences various actions of bias/hatred. I've met with Rabbi Yerachmiel Gorelik and Carolin Arnolis regarding the Jewish community at CSUFC and I have made it a commitment of mine to help combat anti-semitism on campus.

Engagement with the FCPD and CSUPD:

I've been talking with both the Chief of Police for the Fort Collins Police Department and the Colorado State University Police Department about possibly coming into a senate session. In this senate session, they would take questions from the CSUFC community and answer questions that students might have. This will probably take place sometime in late October or early November.

Parking at CSUFC:

Since the start of the year, I have heard many issues on the CSUFC campus as President of the Student Body, all with varying scopes/urgencies. However, the most common issue that I've heard over the past few weeks is the lack of available parking on campus.



The image above was sent to me by a student who conducted a survey of 514 students regarding the parking situation on campus. It shows that in certain parking areas, available parking has even gone into the negative (I don't even know how that is possible). Results from this survey are as followed:

- 98% of students reported that CSU's parking has negatively impacted their schedule
- 93.8% said they were not able to find parking every day
- 93.8% claimed that parking has caused them to be late for school or work
- 85.4% of students have parked in a space not intended for their parking pass - risking getting ticketed
- Only 15.2% of students spend 0-10 minutes finding parking. 60.4% of students spend 10-20 minutes every day looking for parking, 21.5% spend forty minutes, and 2.9% spend more than forty minutes
- 29.3% of these students have been ticketed this semester (this survey was conducted during week 2 of the school year).

Here are some comments made by students in the survey:

- "Parking needs to be fixed. This has been a problem for years and it continues to get worse as there are more students and less spaces. Professors wonder why students don't show up to class, are late, etc. Parking is one of the main reasons why this occurs."
- "It is ridiculous the way that CSU handles parking. I have paid hundreds of dollars and because they seem to sell more passes than there are spots, I am often unable to find parking and have been late to class because of it- even if I leave time to account for the lack of parking."
- "There are far too many A spots around campus that are always empty while people are fighting to find parking in an allowed zone. I paid a lot of money for a permit last year while I was living in the dorms to almost never be able to find a spot. I ended up taking my car home because of it and CSU parking didn't refund me for the permit itself. I did not buy a commuter permit this year because of it."
- "The parking situation is even worse for disabled students who have to walk long distances from the Z lots to get to class."

A couple of weeks ago, I was in a meeting with the Parking Services Committee, which oversees all matters related to parking on campus. They stated that there is certainly a lack of parking in certain areas of campus (most notably the Lory Student Center parking lot, the Lake Street garage, and the Morgan Library Parking lot). This is because these 3 parking lots are the closest to the main area of campus, where classes are the closest in proximity. The times when these lots are most busy are the times between 10:00 AM and 2:00 PM on business days (M-F), with the lot having less traffic before and after those times.

This is a lot of information and thus probably a lot of questions as well, if anyone would like to talk further about this I'd be happy to talk via email - ascsu_president@colostate.edu or by phone 303.704.5943.

Department Updates

Department of Finance:

Director of Finance Jillian Cook has been working hard to get the Board of Student Organization Funding (BSOF) up and running for the next year. For those who are not familiar, BSOF is a branch of ASCSU that helps fund Registered Student Organizations (RSOs) on campus for events they might have. All RSOs have the right to apply for this funding, with \$150,000 being available to the CSUFC body.

Deputy Director of Finance David Wise is responsible for the Travel Grant Board, which allocates \$20,000 to various RSOs on campus that express a transportation need. The board is currently in the process of getting set up and will be having meetings to take requests in the coming weeks.

Department of Health:

Director of Health Alex Silverhart has been hard at work placing the health of CSUFC students as a top priority. His work over the past several weeks has included: blood drives on campus, promoting sexual health initiatives, promoting free CPR Certification programs for students, and tabling out on the Plaza for mental health resources on campus.

Deputy Director of Health Kylee Weis has been responsible for leading ASCSU into this years CANS Around the Oval. A fundraising event where various groups around campus donate canned food (or monetary donations) that go to the Larimer County Food Bank to help those who face food insecurity. According to a RealCollege 2021 Institutional Report, nearly 30% of CSUFC students have faced food insecurity at some point while attending. If you have any interest in donating please feel free to reach out to me at ascsu_president@colostate.edu or my phone number 303.704.5943.

Department of Marketing:

Director of Marketing Grace Crangle, Deputy Director of Graphic Design Collin Hamlin, and Deputy Director of Multimedia Alejandra Quesada-Stoner have been responsible for all of the marketing that ASCSU has done over the past several weeks. This has included: submitting advertisements to the Collegian, SFRB marketing materials, Pacesetters Scholarship advertisements, LSAB marketing materials, and marketing material for CANS Around the Oval.

Department of State Law and Policy:

Includes Director of Governmental Affairs Evan Welch, Deputy Director of State Law and Policy Jorge Garcia, and Director of Housing and Food Security Noah Burge. Work over the past few weeks has included: working with Mari Strombom regarding the ongoing housing crisis at CSUFC, continuing the fight against the U+2 housing ordinance in Fort Collins, setting up the Legislative Strategy Advisory Board (LSAB), and gathering information about Ranked Choice Voting for the Fort Collins ballot this year.

Department of Environmental Affairs:

The Department of Environmental Affairs includes Director of Environmental Affairs Ken Kinneer, Deputy Director of Sustainability Omar Soliman, and Environmental Affairs Intern Ally Claar. Their work has included: collaborating on the Bee Project previously outlined, Single-use plastic reduction initiatives, working with partners such as the Zero Waste Team, Xeriscaping.

Department of Graduate Affairs:

The Department of Graduate Affairs is headed by Director of Graduate Affairs Derek Newberger, who has been working on projects related to the success of graduate students at CSUFC. His work over the past few weeks has included: a picnic for graduate students during Ram Welcome week, conversations about improving graduate student compensation, and supporting the grant program through the Graduate Student Council.

Department of Campus Community:

The Department of Campus Community includes Director of Campus Community Faith Largo and Business and Community Liasion Ted Chasson. Their work over the past few weeks has included: leading the Ram Welcome events, ensuring all ASCSU events are successful, meeting with businesses regarding CANS Around the Oval, and setting up a time to talk with CSUPD officers at a coffee shop.

CSU Fort Collins
Faculty update
September 22, 2022

Andrew Norton, Faculty Board of Governors Representative

Faculty Council activities

- a) Completed orientation sessions for new members, standing committee chairs and Executive committee members in August.
- b) Will deliver a new faculty orientation to Faculty Governance mini-course in early October. This problem based active learning module is part of CSU-FC Vice Provost for Faculty Affairs' efforts to provide a better onboarding experience for new faculty. This year we have moved to an entirely online experience. The faculty governance modules cover basic structure and function of faculty council within the university, our relationship to administrative sections of the university and expectations for faculty participation in creation of curriculum, academic policies, hiring, promoting and tenuring faculty, etc.

Faculty Council work areas for Fall 2022:

- a) Student Bereavement Policy. FC Standing Committee on Teaching and Learning is examining whether we need to have a formal policy on student absences from class and/or late work due to a death of a family member or friend. Currently there is no policy for this.
- b) Representation of Non-tenure track faculty (aka Contract, Continuing, and Adjunct Faculty (CCAF)) that do not have academic homes. There are a few places on Campus where we have faculty performing faculty duties that do not have a traditional academic home, for example faculty within the Honors Program. Work undertaken by Committee on Faculty Governance.
- c) Creation of five Task Forces this Fall: 1) Shared Governance, 2) CCAF contract effectiveness, 3) Review of Administrative Leave Policy and how it has been used, 4) Methods to deepen faculty understanding of the university budget, 5) Innovative thinking for faculty and University Futures.

CSU President Search Listening Sessions. There are six faculty members on the search advisory committee. The committee held eight listening sessions in September to gather feedback on community needs in a future president. Participants provided critical feedback on the state of the University and the University community, and on our relationships to external partners. The feedback provided in the listening sessions is consistent with other conversations that faculty council, and faculty council leadership have had:

- a) There is considerable anxiety and stress around faculty, staff and graduate student compensation with key themes being the need to provide a living wage to all community members; the need for salaries to be competitive so that we may fill existing vacancies with excellent employees; and the need to examine internal salary equity.

- b) There is considerable confusion, anxiety, and frustration over the lack of information on what led the Board and previous President McConnel to part ways.
- c) Students are experiencing serious concerns about the affordability of CSU-FC, and this is made all the more acute given the recent average 12% year over year increase in rents in Fort Collins.

There are several additional, important themes from the listening sessions. We are working with Search Chair Valdez and CSU-FC's Institute for Research in the Social Sciences (IRISS) to provide a thematic summary of the approximately six hours of testimony for search committee, Board, and CSU community use. We anticipate that this summary will be complete by mid-October

COLORADO STATE UNIVERSITY PRESIDENT'S REPORT

Board of Governors of the Colorado State University System

October 5, 2022

I. MAJOR HONORS AND AWARDS

A. Forbes names CSU Best Higher Education Employer in Colorado

Forbes magazine has named Colorado State University the best educational employer based in the state. CSU ranked fifth among in-state employers in its “America’s Best Employers by State” rankings released Aug. 24. The next highest ranked educational employer was the University of Denver, at 10th, followed by the Boulder Valley School District, at 11th. The honor comes on the heels of several employee-related advancements that CSU has made in recent years. Professional development days and mental health days were implemented during the pandemic to recognize employees’ hard work and contributions, allowing the workforce to recharge and rejuvenate in the face of pandemic fatigue. CSU also introduced flexible work schedules and remote work options to recruit and retain talent, and it expanded opportunities to attract a broader and more diverse group of job candidates. During the pandemic, CSU was able to preserve jobs and avoid layoffs, thanks to financial assistance from the CSU System and Board of Governors.

B. CSU among the nation’s best according to U.S. News & World Report

Colorado State University is ranked among the top universities in the nation, according to *U.S. News & World Report’s* annual “America’s Best Colleges” list, released today. CSU is No. 61 among the top U.S. public universities and has climbed six spots since 2012 thanks to the university’s continuous commitment to boost faculty excellence, expand student scholarships, and invest in significant capital improvements across campus. While providing an outstanding educational experience, CSU also offers one of the best economic values in the country. According to *U.S. News* data, 43 percent of CSU students don’t take on student loan debt and, among those who do, the amount is about \$23,000. This places the university among national universities whose students graduate with the lightest debt load. The magazine included CSU on its list of A-plus schools for students who want to be part of a university with a broad, engaged student body while displaying their individuality and seriousness of purpose. CSU, along with Harvard, Brown, and Cornell, is among only a handful of universities noted for making writing a priority at all levels of instruction and across the curriculum.

C. CSU retains world-class sustainability ranking; No. 2 in 2022

For the eighth time in eight years, Colorado State University ranks in the upper echelon for sustainability among international doctoral institutions. CSU is No. 2 for 2022 in the Association for the Advancement of Sustainability in Higher Education’s Sustainable Campus Index Rankings, Doctoral Institutions. That follows back-to-back No. 1 rankings, four times overall in the top spot

and never finishing below fourth. AASHE's 2022 top performers list has University of California-Irvine first with 88.6 points, CSU second at 88.1, Arizona State University third with 87.1, and Cornell fourth with 86.3. CSU is the first university in the world to earn three consecutive Platinum rankings through AASHE's Sustainability Tracking, Assessment and Ranking System (STARS).

D. Director of Financial Aid Joe Donlay receives leadership award

Joseph Donlay, CSU's Director of Financial Aid since August 2019, was one of six financial aid leaders from across the country presented with Regional Leadership Awards by the National Association of Student Financial Aid Administrators (NASFAA). The awards, which were announced at NASFAA's national conference in June, recognize individuals who "who have made outstanding contributions to the financial aid profession at the regional and state levels over a sustained period of time." Donlay was selected as the honoree for the Rocky Mountain region.

E. CSU leads state in Best for Vets ranking

Colorado State University ranked No. 46 in the Military Times "Best for Vets" ranking for 2022, the highest ranking of any Colorado college or university.

II. STUDENT SUCCESS

A. Bohemian Gift supports success of women athletes and honors Title IX

On the 50th anniversary of Title IX, as part of Colorado State Athletics' "Impact 50" campaign, the University received the largest singular gift devoted solely to women's athletics in Mountain West history. The \$5 million gift from Bohemian Foundation will be used to directly impact the student-athlete experience across women's sports at CSU, with a focus on two key areas. First, it will go toward increasing the budget of the facility upgrade project for the women's soccer and softball programs; construction started on Aug. 18 and is expected to cost between \$8-10 million. It will also advance the budget plan for the second phase of the Moby Locker Room project, which will create expanded locker room spaces for volleyball, softball, and soccer and will create a locker room for teams that train away from Moby Arena (golf, tennis, and track and field) to use for weightlifting sessions.

B. Latinx Heritage Month features prominent speakers, cultural events

Latinx Heritage Month, which started Sept. 15 and continues through Oct. 15, features more than a dozen events across Colorado State University and the greater Fort Collins community, with talks from acclaimed authors as well as unique cultural events. Events include keynote talks by writer and activist Julissa Arce and by award-winning poet Sonia Guiñansaca. The monthlong celebration started Sept. 15 on the Lory Student Center Plaza with music during the day and a performance by California's DJ Von Kiss in the evening.

C. CSU Leaders shared welcoming thoughts as part of Move-In Special Edition of SOURCE

In a series of columns published in SOURCE, 10 campus leaders shared their thoughts, reflections, and advice for the start of a new academic year. “It is one of my favorite times of the year when students start to arrive on campus,” wrote Interim Provost Janice Nerger. “Survey the landscape and know you belong here, and you are part of what makes CSU one of the top institutions of higher education in the nation.”

D. Distinguished Alumni Awards

Each year, Colorado State University and the CSU Alumni Association recognize outstanding alumni who have excelled in their professions and made significant contributions to their industries, communities, and the University. The 2022 Distinguished Alumni Awards will be presented during Homecoming weekend in October to U.S. Army Gen. James H. Dickinson (B.S., mechanical engineering, '85), who is receiving the William E. Morgan Alumni Achievement Award; Tim Schultz (B.A., political science, '72), recipient of the Charles A. Lory Public Service Award; Linda Meserve (B.S., physical education, '86), recipient of the Jim and Nadine Henry Award; Carol and Gene Vaughan, recipients of the Distinguished Athletics Award; and Edward (Eddie) Kendall (B.S., microbiology, '18, and honors discipline scholar), who received the Distinguished Graduate of the Last Decade Award. College Honor Alumni include Ben Rainbolt, Jr., College of Agricultural Sciences; Nicole Staudinger, College of Business; Melissa Pappas, College of Health and Human Sciences; Linda and Donn Hopkins, College of Liberal Arts; Drs. Patricia and Margarita Contreras, College of Natural Sciences; Dr. Richard Kiely, College of Veterinary Medicine and Biomedical Sciences; Gary Johnson, Walter Scott, Jr. College of Engineering; Cindy Williams, Warner College of Natural Resources.

III. INNOVATION AND RESEARCH

A. CSU designated as a National Center of Academic Excellence in Cyber Defense

The National Security Agency has designated CSU a National Center of Academic Excellence in Cyber Defense, including the university on its list of institutions “helping reduce threats to our national infrastructure by promoting higher education and research in cyber defense as well as provide the nation with a pipeline of qualified cybersecurity professionals.” The designation lasts for five years, after which institutions are invited to apply for re-evaluation.

B. CSU participates in Power of Systems initiative resulting in \$10 million in NSF Grant Funding for creation of diverse pipeline of STEM faculty

Colorado State University and the CSU System are participating in a national initiative focused on identifying and sharing best practices for recruiting, supporting, and retaining diverse faculty in STEM areas. The RISE UPP (Re-Imagining STEM Equity with Underrepresented-Minorities in Postdoc Pathways) program will build on the success of state university systems that have implemented “inter-institutional approaches” to increase faculty diversify faculty through postdoctoral recruitment, training, and “conversion” into faculty positions. In August, the National Association of System Heads (NASH) announced a \$10 million National Science Foundation

(NSF) grant that will support this program. CSU is a participant through its involvement in NASH's Power of Systems initiative.

C. Dr. Melinda Smith featured in *Science* for drought research

Dr. Melinda Smith, professor in the Department of Biology and the Graduate Degree Program in Ecology, was among the researchers cited in a *Science* article looking at the impact of drought on plant productivity. Smith's research includes a study that involves field experiments and computer modeling to assess how co-occurring droughts and deluges will impact carbon cycling across the vast grasslands of the continental U.S.

D. CSU researchers receive NASA grant to map environmental injustices

Researchers at Colorado State University's Geospatial Centroid and the Department of Anthropology and Geography will spend the next year mapping the environmental injustices that occur at hundreds of prisons across the United States. The research is funded by a \$100,000 Equity and Environmental Justice Grant from NASA. Caitlin Mothes, a research and program coordinator for the Geospatial Centroid, is the principal investigator on the project and will work alongside CSU Geospatial Centroid Technical Manager Dan Carver and Assistant Professor of Geography Carrie Channault to use the agency's geospatial data to build a publicly accessible map showing the environmental risk level presented by the locations of the more than 1,800 prisons in the country.

E. From supply chains to self-driving cars, DARPA Forward puts national security in spotlight

The federal agency responsible for U.S. military-focused research and development took over a corner of the Colorado State University campus this week, convening 720 people, in-person and online, for the first of six DARPA Forward conferences taking place across the country this year. The Defense Advanced Research Projects Agency (DARPA) chose CSU as its inaugural conference partner in light of CSU's "critical role in the Mountain West's technological momentum," according to DARPA Director Stefanie Tompkins, who gave remarks and moderated the Aug. 30-31 event.

F. CSU shares in \$12.5 million NSF award establishing institute for emerging virus research

Colorado State University researchers are part of a \$12.5 million National Science Foundation-supported institute that will advance research and education around viral emergence – the process of viruses jumping from animals to humans. The Verena (Viral Emergence Research Initiative) Biology Integration Institute, based at Georgetown University's Center for Global Health Science and Security, will advance a cross-disciplinary research agenda that targets significant sources of emerging infectious diseases. The collaboration also will train scientists at all career stages in what they call "the science of the host-virus network," as well as provide core scientific skills in data fluency, creating the next generation of viral emergence-focused researchers.

G. NSF funds CSU study of windborne debris hazards to improve building performance, urban resilience

Engineers have designed buildings that can withstand hurricanes, but they often sustain costly exterior damage from flying debris. Through a grant from the National Science Foundation, Colorado State University researchers will work to understand and predict debris hazards from hurricane-force winds to improve buildings and make cities more resilient.

H. Nearly 40 CSU Programs to be hosted at Spur

The CSU System announced that 37 projects originating from Colorado State University will be located for at least the next year at CSU Spur, the CSU System's new public-facing campus in Denver. The announced efforts at the new CSU Spur campus span workforce and career pathways, expanded research, PreK-12 and visitor engagement, higher education programming, student support, and community outreach. As an educational, free, and open-to-the-public campus, CSU Spur also will focus on reaching new audiences of learners. The approved efforts include new and previously launched projects representing colleges and units across CSU. Programs include PreK-12 offerings, research and scholarship, new classes and workforce development opportunities, statewide outreach and community engagement, and industry partnerships.

IV. COMMUNITY IMPACT

A. Governor Polis visits Seedling Tree Nursery on Foothills Campus

The Colorado State Forest Service Nursery, tucked against the foothills, is due to receive major upgrades in the next two years thanks to \$5 million allocated by the Colorado Legislature, boosting the state's ability to reforest burned areas and stabilize its watersheds. Gov. Jared Polis toured the facility Aug. 31 to see firsthand where investments are needed most. Polis was joined by Interim President Rick Miranda, Warner College of Natural Resources Dean Alonso Aguirre, Colorado State Forester and CSFS Director Matt McCombs, and nursery and other CSFS staff to tour through greenhouses and other facilities that are well past their prime. The Colorado State Forest Service annually grows hundreds of thousands of tree seedlings at the facility.

B. CSU Leadership attends Fort Collins City Council Planning Session

Interim President Rick Miranda and other campus leaders attended a Fort Collins City Council work session Sept. 13 to share priorities for the coming year, provide an update on the presidential search, and to discuss ways for the university to engage more effectively with the community. The presentation provided details on upcoming community events, including Homecoming and Family Weekend, Oct. 13-15.

C. Interim President Miranda hosts Fall Forum

About 120 campus leaders participated in the university's 2022 Fall Leadership Forum, held Sept. 14 at the CoBank Center for Agricultural Education. Interim President Rick Miranda hosted the

day-long event, which involved discussion on university priorities for the year ahead, including a focus on equity and inclusion in pursuing goals related to enrollment, student success, the curriculum, and other areas. Plenary and breakout sessions provided updates on the rural initiative, activities at CSU Spur, faculty diversity, the admissions process, implementation of the academic master plan, current research activities, and other topics.

D. Interim President Miranda highlights goals in Fall Address

At the Fall Address and University Picnic, held Sept. 29 at the Oval, Interim President Rick Miranda reminded attendees of the event's history while discussing the university's progress, its potential, and the impact it is having at the local, regional, state, national, and global levels. In the next year, he explained, while preparing for a new president, CSU will continue making progress toward its strategic goals in the areas of student enrollment, success, and curriculum; compensation for faculty, staff, and teaching assistants; engagement with the community, including through the rural initiative; research and innovation; and operations and facilities, including building renovations, IT upgrades, and improvements to HR systems.

E. Ag Day: Food, fellowship and football

Colorado State University's annual Ag Day tradition returned to campus Saturday, Sept. 24, for the university's 41st celebration of agriculture and athletics. Prior to kickoff of the Ram football team's matchup against Sacramento State, the College of Agricultural Sciences hosted the Nutrien Ag Day BBQ in collaboration with Colorado agricultural growers, producers and partners.

F. C.A.N.S. Around the Oval raises food for Fort Collins hungry

C.A.N.S. Around The Oval – Colorado State University's annual drive to collect nonperishable food and raise money for the Food Bank for Larimer County – started Sept. 19. Organizers of the 36-year-old tradition said they are aiming to raise \$60,000 and get 20,000 pounds of food over the monthlong drive, with the iconic C.A.N.S. Around The Oval celebration scheduled Oct. 19. In addition to opportunities to donate food and funds to The Food Bank for Larimer County, the monthlong tradition will provide chances to learn about food insecurity. C.A.N.S., which stands for “cash and nutritious staples”, is one of the largest fund and food drives in Northern Colorado. Last year, the effort raised \$66,498.65 and collected 19,082 pounds of food.

G. Campus hosts Bob Coonts retrospective

Bob Coonts, Fort Collins artist and CSU graphic design emeritus faculty, was honored on Sept. 20 at a special retrospective showcasing posters he designed over the past 50 years for the American West Program. The posters will be on display through Dec. 4 as part of a companion satellite show to the Colorado International Invitational Poster Exhibition.

H. After two years away, CSU summer theatre camp shows that Kids (still) Do It All

After a two-year break, the week-long Kids Do It All Theatre Camp, which started in 2011, returned to campus, providing kids a place to try out every aspect of the creative process – from

costuming and set design to songwriting and choreography – leading up to a final performance for friends and family.

V. FISCAL STRENGTH AND OPERATIONS

A. CSU unveils campuswide information technology strategic plan

Colorado State University has its first-ever, campuswide IT strategic plan, thanks to an innovative cross-campus collaborative planning team brought together by Brandon Bernier, vice president for information technology and chief information officer. The three-year roadmap, developed for the Fort Collins campus through the 2022-25 academic years, focuses on four strategic areas that are critical to the ongoing evolution of IT at CSU: Student Success, IT Security, IT Governance and Operational Excellence.

B. Interim President Miranda reviews budget priorities with Faculty Council

Interim President Rick Miranda visited Faculty Council at its first meeting of the academic year Sept. 6 to give a budget update for members. Miranda discussed revenues and expenditures over the past year, explaining that CSU experienced a roughly \$13 million shortfall last year, which was covered in a variety of ways. He also explained that CSU officials have been able to improve the deficit by \$7 million, resulting in current projections of a \$6 million deficit that the campus will work to resolve. He said there are several new expenses expected this year, including investments around student success, diversity initiatives, investing in the police department and public safety, and faculty and staff compensation. Miranda also discussed some of the other priorities for this year, including various items that are student-facing, employee-facing, or are focused on operations and facilities. Questions from Faculty Council members included requests for clarification around compensation efforts, as well as handling the staffing shortage and more specifics on what internal equity looks like.

C. University Advancement – CY21 Achievements and CY22 Progress University Advancement

University Advancement had great success this past calendar year (2021), raising more than \$200,000,000, with nearly \$100,000,000 being cash. The Division is on pace to meet its \$170,000,000 goal for calendar year 2022.

D. Major Gift Report

	CY 2022*	CY 2021	CY 2020	CY 2019
Contributions (cash, non-cash and pledges)	\$74,078,364	\$140,827,384	\$100,398,372	\$95,181,472
Irrevocable Planned Gifts	\$0	\$1,037,454	\$2,690,000	\$177,639
Revocable Gifts and Conditional Pledges	\$28,353,335	\$44,820,510	\$36,161,505	\$42,279,741
Payments to Commitments Prior to Period	<u>(\$14,224,041)</u>	<u>(\$15,225,650)</u>	<u>(\$21,335,653)</u>	<u>(\$18,216,093)</u>
Total Philanthropic Support	\$88,207,658	\$171,459,698	\$117,914,224	\$119,422,759
Other Private Support	<u>\$13,545,440</u>	<u>\$28,541,564</u>	<u>\$34,803,683</u>	<u>\$33,523,626</u>
Net Private Support	<u>\$101,753,098</u>	<u>\$200,001,262</u>	<u>\$152,717,907</u>	<u>\$152,946,385</u>

*CY 2022 numbers are as of 9/9/2022

E. Major Gifts Not Previously Reported

- \$5,000,000 gift to support the Women's Athletic Facilities Enhancement, Athletics
- \$3,100,000 revocable commitment designated as \$3,000,000 to support the MyState Scholarship Endowment, Enrollment & Access, and \$100,000 to support the Jessy's Leash of Love Endowment, College of Veterinary Medicine & Biomedical Sciences
- \$1,000,000 revocable commitment designated as \$500,000 to support the Naniboujou's Legacy for Saving Animals in Shelters Through Teaching/SAST, College of Veterinary Medicine & Biomedical Sciences, and \$500,000 to support the Naniboujou's Legacy for Orthopedic Medicine and Mobility Endowment, College of Veterinary Medicine & Biomedical Sciences
- \$1,000,000 revocable commitment designated as \$500,000 to support a research endowment, and \$500,000 to support a scholarship endowment, College of Agricultural Sciences
- \$800,000 revocable commitment to support a research endowment, Vice President Research
- \$750,000 revocable commitment to support a professorship endowment, College of Business
- \$612,144 planned gift to support a scholarship endowment, College of Natural Sciences
- \$500,000 revocable commitment designated as \$375,000 to support the Meat Science and Food Safety, College of Agricultural Sciences, and \$125,000 to support a scholarship endowment, College of Agricultural Sciences
- \$500,000 gift to support a scholarship endowment, College of Veterinary Medicine & Biomedical Sciences
- \$500,000 gift to support a scholarship endowment, College of Agricultural Sciences
- \$400,000 gift to support the CVMBS-Research Sponsored, College of Veterinary Medicine & Biomedical Sciences

- \$400,000 revocable commitment to support a scholarship endowment, College of Natural Sciences
- \$312,500 gift to support the CVMBS-Research Sponsored, College of Veterinary Medicine & Biomedical Sciences
- \$250,000 gift designated as \$200,000 to support the Energy Institute, Vice President Research, and \$50,000 to support the Hydrogen Research, Vice President Research
- \$250,000 revocable commitment to support a scholarship endowment, College of Business
- \$250,000 revocable commitment to support a scholarship endowment, College of Veterinary Medicine & Biomedical Sciences
- \$240,000 gift to support the Salazar Center - Peregrine Accelerator Program, Engagement & Extension
- \$231,766 gift to support the Enrollment & Access - Public Service, Enrollment & Access
- \$210,000 revocable commitment to support dermatology and otology, College of Veterinary Medicine & Biomedical Sciences
- \$200,000 revocable commitment to support a research fellowship, Warner College of Natural Resources
- \$182,093 planned gift designated as \$169,343 to support a chemical engineering scholarship endowment, and \$12,750 to support a chemical and biological scholarship endowment, Walter Scott, Jr. College of Engineering
- \$150,000 pledge designated as \$50,000 to support a scholarship endowment, College of Liberal Arts, \$50,000 to support the Reach for Health Scholarship in Health and Exercise Science Endowment, College of Health and Human Sciences, and \$50,000 to support the Library Student Employee Support Endowment, Libraries
- \$390,000 pledge designated to support multiple scholarship endowments in both the College of Agricultural Sciences and the College of Veterinary Medicine and Biomedical Sciences
- \$125,000 pledge to support a scholarship endowment, Walter Scott, Jr. College of Engineering
- \$100,000 pledge to support the Football Discretionary, Athletics
- \$100,000 revocable commitment to support the Library Student Employee Support Endowment, Libraries
- \$100,000 revocable commitment split evenly to support scholarship endowments in both the Walter Scott, Jr. College of Engineering and College of Business
- \$100,000 pledge to support the Environmental Horticulture Program, College of Agricultural Sciences
- \$100,000 gift to support the Center for Companion Animal Studies, College of Veterinary Medicine & Biomedical Sciences
- \$100,000 gift to support the Warner College of Natural Resources Research, Warner College of Natural Resources
- \$100,000 gift to support the Center for Ethics and Human Rights, Other Areas
- \$100,000 gift to support a scholarship endowment, Walter Scott, Jr. College of Engineering

- \$100,000 revocable commitment to support a scholarship endowment, College of Veterinary Medicine & Biomedical Sciences

VI. NOTABLE HIRES AND PERSONNEL CHANGES

A. Dr. A. Alonso Aguirre Begins as Dean of the Warner College of Natural Resources

Dr. A. Alonso Aguirre, who has two degrees from CSU, returned to the university as dean of the Warner College of Natural Resources this summer. Aguirre developed a deep and enduring connection to animals and the natural world as a youngster from the decks of his grandfather's fishing boats in Baja California Sur's sustainable fisheries. These connections led to a life-long love of animals, particularly sea turtles, a species that he still studies and that helped him find his path to veterinary medicine and, eventually, wildlife biology and conservation. He came to CSU from George Mason University, where he served as professor and chair of the Environmental Science and Policy Department.

B. Dr. Sue VandeWoude Starts as Dean, College of Veterinary Medicine and Biomedical Sciences

Dr. Sue VandeWoude, a Colorado State University Distinguished Professor and world-renowned veterinary virologist, became dean of the College of Veterinary Medicine and Biomedical Sciences this summer. She had been serving as director of the CSU One Health Institute before starting in her role leading the college, the *US News and World Report's* No. 3 ranked veterinary college in the nation. VandeWoude is the 11th dean and first woman to hold the position since CSU launched its Doctor of Veterinary Medicine program in 1907. She came to CSU in 1990 and has held leadership positions for the past 15 years, including as the CVMBS associate dean for research from 2011-19.

C. Greg Luft Becomes Interim Vice President of Marketing and Communications

Interim President Rick Miranda has named Professor Greg Luft, longtime chair of the University's Department of Journalism and Media Communication, as CSU's interim vice president for marketing and communications, effective Sept. 15. Luft took over the position being vacated by Yolanda Bevill, who announced her intent in August to take a new job in Texas to be closer to her family. Luft recently completed 15 years as chair of the Department of Journalism and Media Communication and has been teaching at Colorado State University since 1988.

D. Human Resources Vice President Robyn Fergus announces resignation

Robyn Fergus, vice president for Human Resources, has accepted a new job as senior associate vice chancellor and chief people officer at the University of Colorado-Boulder. Fergus joined Colorado State in 2019 and helped to guide campus operations through the complex challenges of the COVID-19 pandemic as co-leader of the COVID Recovery Workforce Support Task Force.

E. Brendan Hanlon named new VP for Operations and CFO

Brendan Hanlon, who served as deputy mayor and chief financial officer for the City and County of Denver, joined CSU's leadership team as vice president for university operations and chief financial officer. Hanlon served the City and County of Denver for 20 years, including more than six years as the city's chief financial officer. His leadership impacted more than a decade of city budgets, three General Obligation bond programs to fund hundreds of city projects from parks to museums to mobility improvements, and supported the establishment and subsequent doubling of the city's first affordable housing fund. Hanlon worked closely with the community and city council to close the city's structural budget gap and led the Budget Office and the Department of Finance during the recovery from the Great Recession and the pandemic while maintaining the city's AAA rating since 2010.

F. Engineering Dean David McLean to retire

Dean David McLean announced his plans to retire at the end of the fiscal year. His measured, strategic leadership style helped elevate the Walter Scott, Jr. College of Engineering to great successes. He has served as dean since 2013, having joined CSU from Washington State University, where he served as professor and department head of Civil and Environmental Engineering

Rendezvous Trail Apartments

Key Messages for 9/28 Groundbreaking event

Rendezvous Trail Apartments is a 7-building, 180-unit housing complex made up of 1-, 2- and 3-bedroom apartments developed by Tetrad Real Estate.

The project is a collaboration among Tetrad Real Estate, Timberline Church and Colorado State University.

Rendezvous Trail will provide 60 units of attainably priced rental housing - a third of the total project – prioritized for employees of CSU, along with 120 units priced at market rate.

By the numbers

Property size: 9.9 acres

Previous use: vacant/parking lot

Project size: 7 buildings, 180-unit multi-family residential community

- 60 Attainably priced units prioritized for CSU employees, w/three (3) for Timberline Church
 - 6 units at 60% AMI (Area Median Income)
 - 48 units at 80% AMI
 - 6 units at 100% AMI
- 120 units at market rate

The first units are scheduled to be completed in Fall of 2023.

Addressing the challenge of housing affordability in the Fort Collins area is a community-wide challenge and addressing this important issue will take concerted community-wide effort over time. This project aims to be one part of the solution.

This project is one of several approaches CSU is exploring and pursuing to improve housing affordability for CSU employees, which will require a multifaceted approach. Other efforts CSU is developing to improve the situation include:

- Partnerships with real estate professionals to offer CSU employees benefits such as commission rebates, discounted inspections or waived application fees.
- Discounted mortgage rates or waivers on mortgage insurance from lenders. One option is for CSU to serve as a guarantor on loans for employees who don't have the required 20% down payment. (Canvas Credit Union already offers mortgage discounts to CSU employees.)
- Matched savings account programs in which CSU would seek grant money to match employee contributions, up to a set amount and for a specific purpose. It would also involve homebuyer education like pre-purchase counseling.

For CSU employees, an [Employee Housing Programs website](#) serves as a one-stop shop for resources around affordable housing. In addition to materials on rental housing, home ownership, moving/relocation, financial assistance and other types of support, employees can sign up to receive email updates on housing-related programs, events and other opportunities.

A 2021 [Employee Housing Needs Assessment](#) of CSU employees identified four main themes:

- Affordable housing is crucial to recruitment and retention.
- There is excess demand to fill the 60 affordable units set aside for CSU employees at the housing development proposed near Timberline Church — even more housing stock is needed.
- Renters have a heavy cost burden and report a strong need and interest in assistance with their first/last month's rent or security deposit, over other types of assistance.
- 70% of renters said homeownership is very important or extremely important, but cost was seen as the top deterrent (affording a down payment was the number one concern). About 59% said owning a home is definitely or probably a critical consideration in continuing to work at CSU.

###

Board of Governors of the Colorado State University System
 Meeting Date: October 6-7, 2022
 Report Item

MATTERS FOR ACTION:

CSU: Delegable Personnel Actions

No action required. Report only.

EXPLANATION:

Presented by Rick Miranda, 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
Akiona, Kapena	CEMML	07/16/22	07/16/22
Ariola, Gavin	CEMML	04/13/22	Unknown
Balunek, Emma	Colo Natural Heritage Program	08/01/22	12/31/22
Barcarse, Josiah	CEMML	05/20/22	05/30/22
Barnett, Katherine	Fort Collins Diag Lab	08/08/22	08/14/22
Barrett Frisbie, Myra	Enviro & Red Health Sci	06/01/22	12/18/22
Berkenpas, Sonya	CVMB	04/26/22	05/09/22
Bontadelli, Johnna	Health Network Medical	05/02/22	05/16/22
Bontadelli, Johnna	Health Network Medical	06/01/22	Unknown
Bontadelli, Johnna	Health Network Medical	07/11/22	07/26/22
Borthwick, Laurie	Health Network Medical	05/02/22	05/31/22
Buckingham, Dennis	CEMML	03/07/22	Unknown
Cantarini, Daniel	Health Network Medical	05/16/22	05/31/22
Cantarini, Daniel	Health Network Medical	06/01/22	06/30/22
Cantarini, Daniel	Health Network Medical	07/05/22	07/29/22
Cullen, Cellanie	Health Network Medical	05/16/22	05/31/22
Cullen, Cellanie	Health Network Medical	06/01/22	06/30/22
Cullen, Cellanie	Health Network Medical	07/05/22	07/28/22
Dillon, James	Internal Auditing	08/11/22	08/15/22
Dime, Bernard	Vet Teaching Hospital	05/02/22	Unknown
Dime, Bernard	Vet Teaching Hospital	06/01/22	Unknown
Dungy, Camille	English	08/16/22	12/31/22

Board of Governors of the Colorado State University System

Meeting Date: October 6-7, 2022

Report Item

Dunham, Tillie	MIP	06/14/22	06/17/22
Elffner, Terri	Health Network Medical	05/16/22	05/31/22
Elffner, Terri	Health Network Medical	06/01/22	06/30/22
Elffner, Terri	Health Network Medical	07/07/22	Unknown
Evans, Anna	School of Music	06/21/22	07/15/22
Gates, Christina	Fort Collins Diag Lab	05/02/22	05/02/22
Gay, David	CEMML	01/22/22	05/15/22
Gerlitzki, Elizabeth	Health Network Medical	05/16/22	05/31/22
Gerlitzki, Elizabeth	Health Network Medical	06/01/22	Unknown
Gerlitzki, Elizabeth	Health Network Medical	07/05/22	Unknown
Gottlieb, Madeline	Political Sci	08/16/22	05/15/23
Grevan, Matthew	School of Music	07/22/22	08/15/22
Hawkins, Courtney	Health Network Medical	04/14/22	04/25/22
Hippler, Adam	CEMML	07/20/22	07/29/22
Keller, Alexandra	College of Nat Sci	04/01/22	Unknown
Kirkpatrick, Kristin	Chancellor's office	07/01/22	08/31/22
Kurth, Jay	Health Network Medical	06/06/22	Unknown
Kurth, Jay	Health Network Medical	07/15/22	07/26/22
Kurth, Jay	Health Network Medical	08/01/22	08/16/22
Martin, William	Human Dimensions Nat Resources	08/16/22	Unknown
Martinez, Frank	RamCard Office	04/12/22	Unknown
Martinez, Frank	RamCard Office	05/02/22	Unknown
Martinez, Frank	RamCard Office	06/01/22	Unknown
Mellon, April	Health Network Medical	05/02/22	05/31/22
Mellon, April	Health Network Medical	06/01/22	Unknown
Miranda, Hendry (Rick)	Mathematics	08/16/22	Unknown
Montoya, Yolanda	Expanded Food & Nutrition Ed Program	05/13/22	Unknown
Patterson, Danielle	Continuing Ed	02/21/22	Unknown
Pronko, Jocelyn	Vet Teaching Hospital	05/02/22	Unknown
Pronko, Jocelyn	Vet Teaching Hospital	06/01/22	Unknown
Pronko, Jocelyn	Vet Teaching Hospital	07/01/22	Unknown
Pronko, Jocelyn	Vet Teaching Hospital	08/01/22	Unknown
Prusha, Tamara	Provost/Exec VP	07/19/22	07/29/22
Ross, Jesse	CEMML	05/26/22	06/13/22
Rutsstein, Pamela	Health Network Medical	06/13/22	06/13/22
Rutsstein, Pamela	Health Network Medical	06/21/22	06/21/22
Sarma, Sagarika	Student Case Mngmnt and Referral Coord	07/13/22	Unknown
Schatte, Dawnelle	Health Network Medical	06/01/22	Unknown
Scimeca, Alyssa	Health Network Medical	06/16/22	Unknown
Scimeca, Alyssa	Health Network Medical	07/01/22	07/29/22
Scimeca, Alyssa	Health Network Medical	08/01/22	08/02/22
Shutters, Patricia	English 50% LWOP	08/16/22	05/15/23
Sorensen, Leif	English	08/16/22	12/31/22
Steele, Marla	CEMML	06/08/22	Unknown
Stohminger, Stephen	CEMML	07/01/22	Unknown
Stuckey, Tracy	Art and Art History	08/16/22	12/31/22
Taunton, Alex	Lab Animal Resources	06/03/22	06/10/22
Taunton, Alex	Lab Animal Resources	08/25/22	Unknown

Personnel Action Items

Colorado State University – Fort Collins

Board of Governors of the Colorado State University System

Meeting Date: October 6-7, 2022

Report Item

Templet, Laura	Health Network Medical	05/02/22	05/06/22
Trujillo, Charlene	Expanded Food & Nutrition Ed Program	07/08/22	Unknown
Vesty, Jill	Health Network Medical	05/16/22	05/31/22
Vesty, Jill	Health Network Medical	06/01/22	06/30/22
Vesty, Jill	Health Network Medical	07/08/22	07/29/22
Vesty, Jill	Health Network Medical	08/01/22	08/16/22
Vogl, Mary	Languages, Literatures and Cultures	08/16/22	05/15/23
Waldrep, Janine	Procurement Svcs	05/23/22	05/24/22
Whitesell, Julie	Health Network Medical	05/16/22	05/31/22
Whitesell, Julie	Health Network Medical	06/06/22	06/30/22
Whitesell, Julie	Health Network Medical	07/05/22	07/29/22
Whitesell, Julie	Health Network Medical	08/01/22	08/16/22
Wilson, Andra	CEMML	08/09/22	08/16/22

Section 5

Rural Initiative Update

Section 6

Annual Ag Report

The logo of Colorado State University, featuring a large red 'C' with a yellow circle in the center and a dark blue ring around it. The background of the slide is a dark blue image of a snow-capped mountain range.

Agriculture at Colorado State University

College of Agricultural Sciences
Agricultural Experiment Station

Local Solutions for Global Impact

OUR VISION

Revolutionizing how we nurture people and our planet.

OUR PURPOSE

Together, we promise future generations a vibrant agriculture, a healthy environment and thriving communities.

OUR VALUES

Actions manifest our essence. With CSU's Principles of Community as a guide, we serve with excellence, intention, rigor, optimism, empathy, creativity and wisdom.



Our Mission

In the context of a changing climate, we meet global challenges in food safety, food security, wellness and economic prosperity through the sustainable use of natural resources.

We excel in our 21st century land-grant mission by integrating intentional discovery, inclusive learning and collaborative engagement.



INTENTIONAL DISCOVERY

*Agriculture is a
fulcrum for discovery of
principles and practice.*



INCLUSIVE LEARNING

*Lived experience is
the best teacher.*



COLLABORATIVE ENGAGEMENT

*Engaged scholarship is
a promise and a way of being.*

Agriculture Leadership Team



World-Class Talent

- **MENGMENG GU**

- Department Head, Horticulture and Landscape Architecture

- **JANE ZELIKOVA**

- Executive Director, Soil Carbon Solutions Center

- **JIM BRADEEN**

- Associate Vice President, CSU Spur Strategy

- **MIKE GABEL**

- Director, Food Innovation Center @ Spur

- **LASTON CHARRIEZ**

- Industry Liaison, Master's of Agribusiness and Food Innovation Management

- **SARA PLACE**

- Associate Professor of Feedlot Systems, AgNext and Department of Animal Sciences

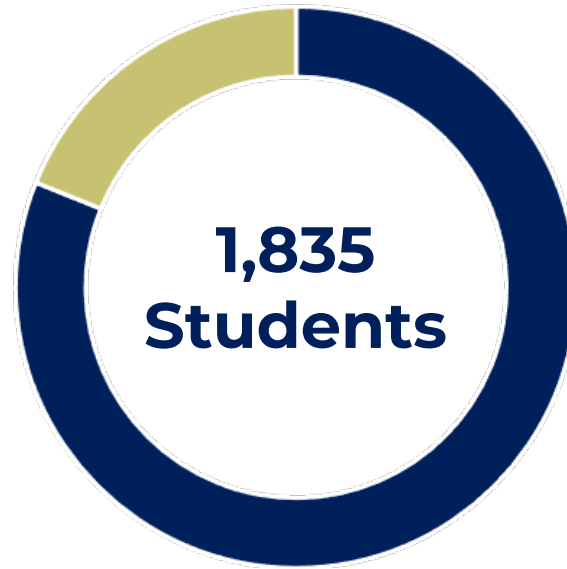
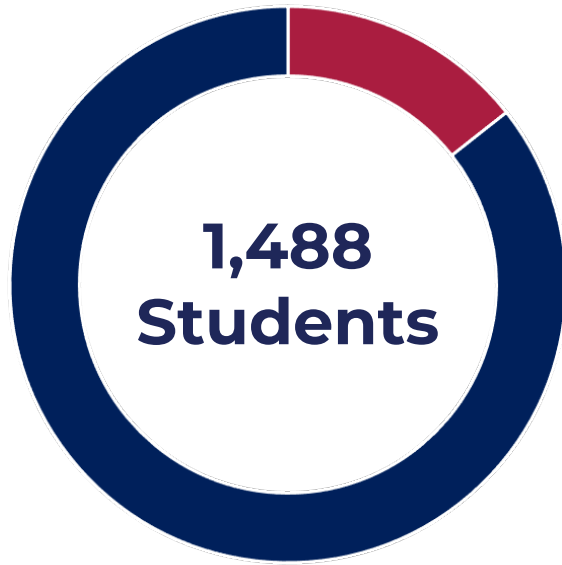


Students by the Numbers

ALL STUDENTS - SPRING 2022

86% (1,274) Undergraduate
14% (214) Graduate

81% (1,488) Resident Instruction
19% (347) Online



UNDERGRADUATE STUDENTS - SPRING 2022



30% (378) male identifying
70% (896) female identifying



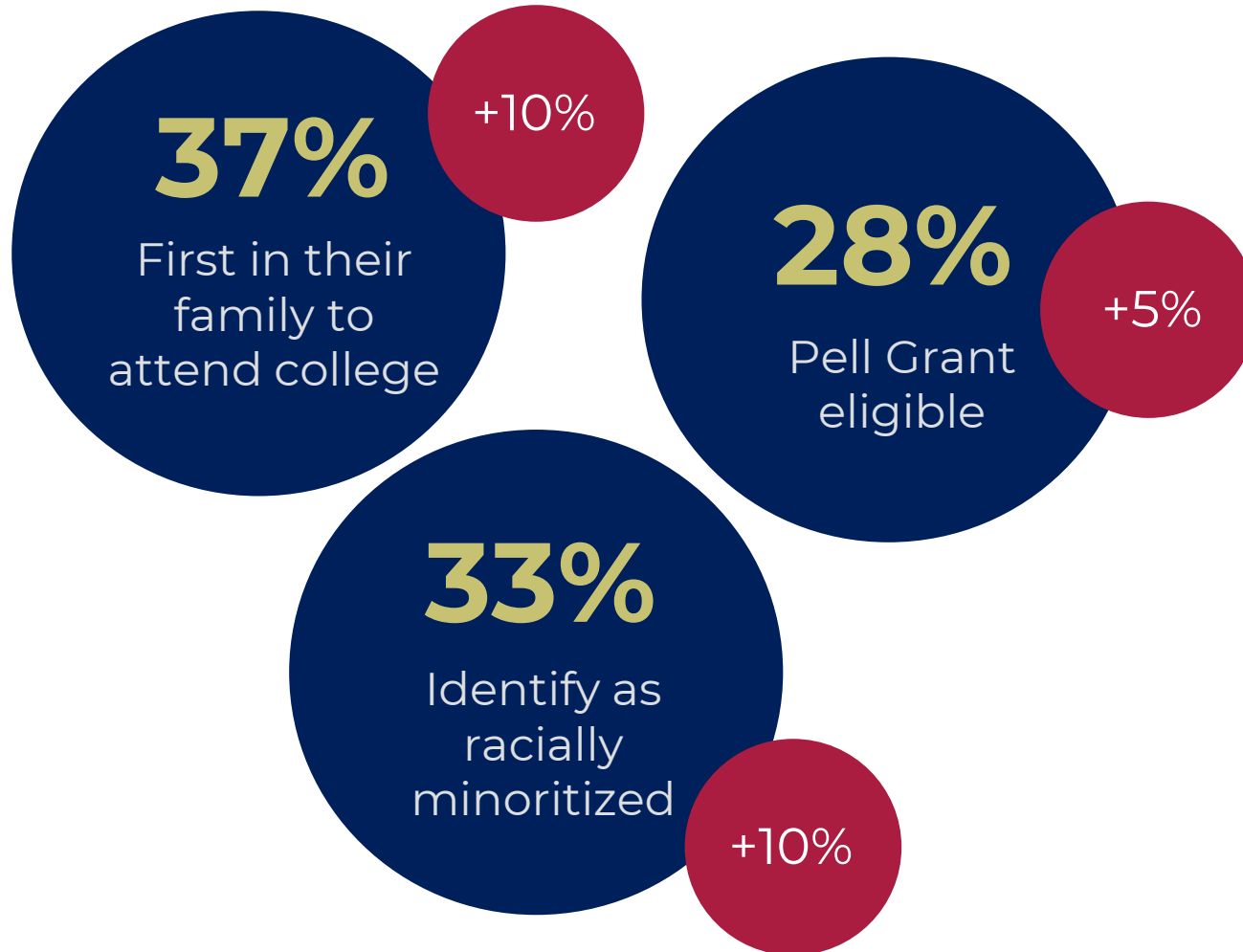
53% (677) non-CO resident
47% (597) Colorado resident

SCHOLARSHIPS 2022-2023 (to date)

\$1,264,471 in scholarships awarded • **451** scholarships • **\$2,804** average award

Students by the Numbers

DEMOGRAPHICS – SPRING 2022



NEW FIRST-YEAR STUDENTS PRE-CENSUS FALL 2022

↑ **22.9%**

494 New Students

326 First Year Students

- **318** On-Campus
- **8** Online

168 Transfer Students

- **93** On-Campus
- **75** Online

FY22 Research by the Numbers

RESILIENT.



- **\$23.6M** Sponsored Programs (Grants/Contracts)
- **\$16.1M** Agricultural Experiment Station (State and Federal)
- **\$11.6M** Fee for Service

↑ 13% • Research Expenditures
• Self-funded Expenditure Activities

COMPETITIVE AND PRODUCTIVE.



Number of Awards **+9%**
Award Dollars **+30%**

FY22 Research by the Numbers

COLORADO AGRICULTURAL EXPERIMENT STATION

\$15M Overall Budget

63% On Campus AES

37% Off Campus Research Center



25%

of AES funding resides in 6 non-CAS colleges

93

USDA-NIFA Hatch Projects

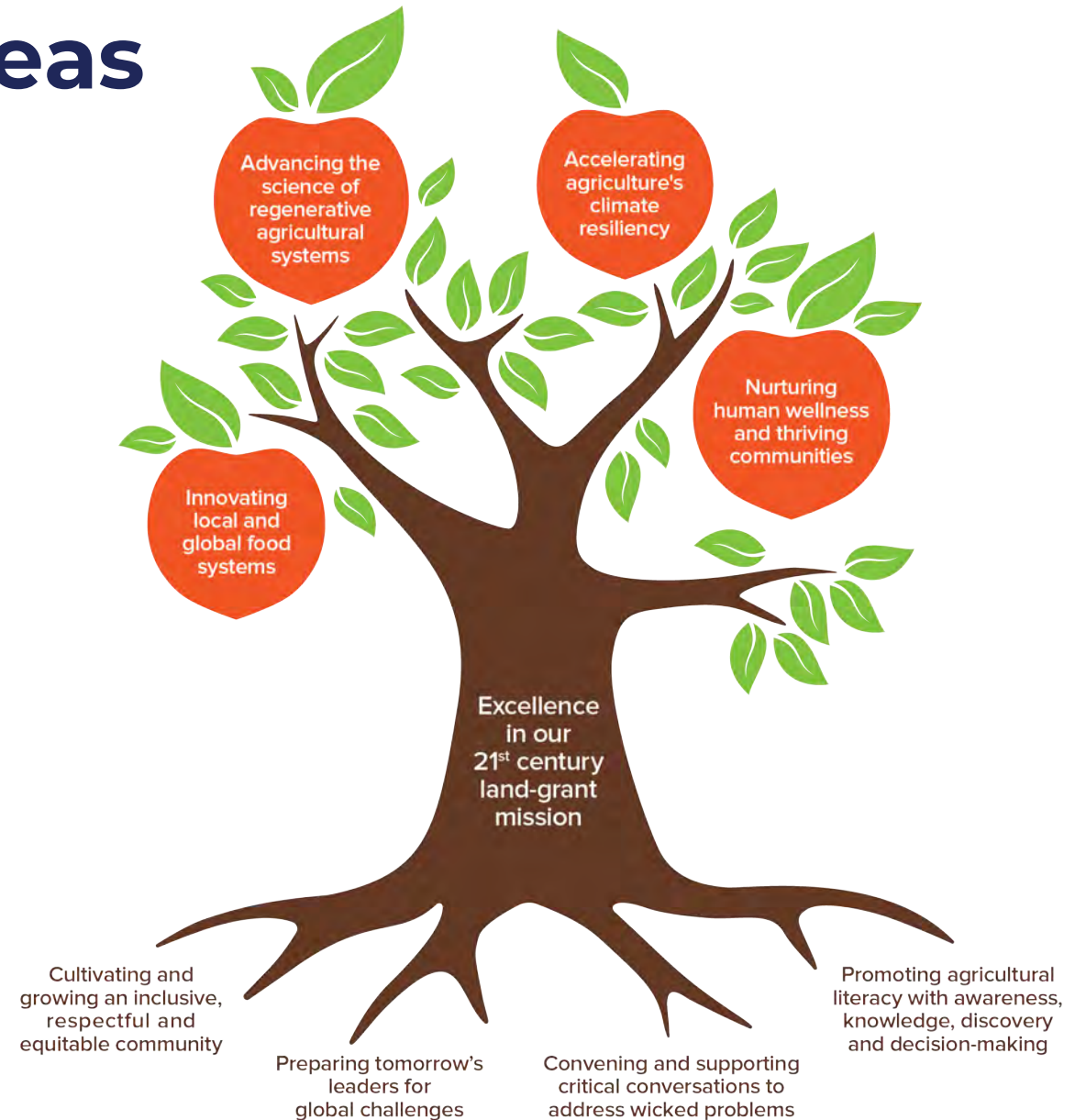


300% return on investment on AES funds

Our Strategic Focus Areas

Guided by our shared vision, we are mobilizing around and investing in eight strategic focus areas for leadership and impact – regionally, nationally and globally.

We are well-positioned to advance the strategic imperatives of the university and system.



Regenerative Agricultural Systems and Climate Resiliency



Kim Stackhouse-Lawson

Director, AgNext

Professor of Animal Science



COLORADO STATE UNIVERSITY

**SUSTAINABLE SOLUTIONS
FOR ANIMAL AGRICULTURE**



CSU AgNext

AgNext at Colorado State University is a leader for research in animal and ecosystem health while enhancing profitability of the supply chain and serves as the crossroads for producers, industry partners, and researchers to come together to innovate real time solutions for sustainability animal agriculture.

IMPACTS ON RURAL COLORADO AND INDUSTRY CONNECTIONS

- Featured in 29 trade and producer news outlets
- Strengthened relationships with Colorado producers, livestock associations, and state politicians
- Invited to give 100+ presentations, visiting over 10 states
- Hosted 18 events with political leaders, corporations, and trade associations
- Cultivated in-kind industry gifts including equipment, cattle, and feed

PHILANTHROPY

- Donated Equipment to ARDEC: ~\$1.3M (Five Rivers Cattle Feeding, Midwest PMS, C-Lock, Inc.)
- Cash Gifts
 - In-hand: \$150K (Rabo Agrifinance)
 - Pending: \$2M (Farm Credit Services of America & DairyMax)
- Grants
 - Submitted: 51 proposals = \$120.6M
 - Awarded : \$1M
 - Pending: \$1.2M

WELCOMING A TEAM OF EXPERTS

2 tenured faculty hired in September 2022 with 7 expected by January 2023.



CSU AgNext

CLIMATE-SMART RESEARCH FACILITY AT ARDEC

Largest University research facility of its kind in the U.S.

Equipped with the best emissions measurement technology that evaluate greenhouse gasses from cattle in feedlot and grazing settings



Jane Zelikova

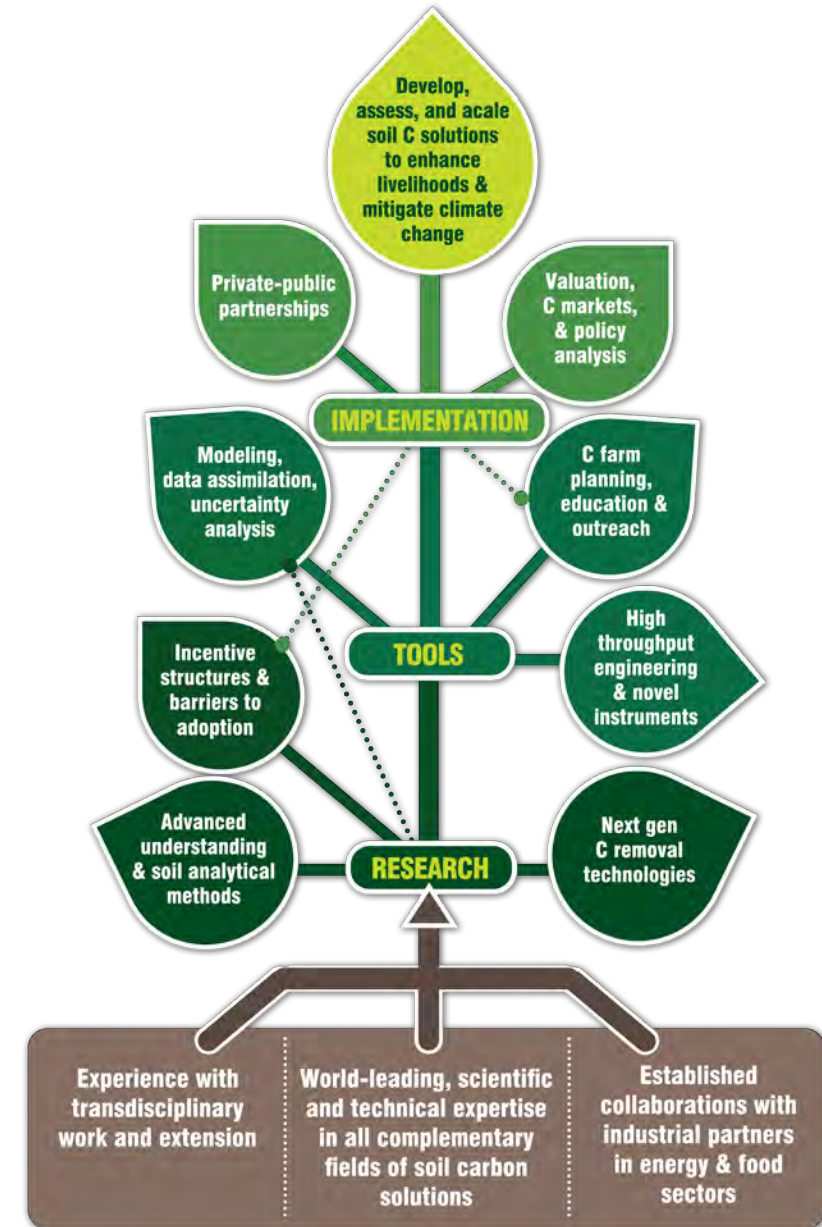
Executive Director,
Soil Carbon Solutions Center
Ecologist



Soil Carbon Solutions Center

Soil is one of the largest natural carbon reservoirs – accelerating the adoption of regenerative agricultural practices that build soil carbon on working lands has the potential to address climate change and improve environmental, economic, and social sustainability of food, fiber, and bioenergy production.

The Soil Carbon Solutions Center leverages world-class expertise to **build** the tools needed to **accelerate** the deployment of credible soil-based climate solutions, **measure** their impact, and bring them to **scale**.



Harnessing the Power of Soils to Restore Our Climate and Support a Thriving Planet

INTERDISCIPLINARY RESEARCH

Affiliates across five CSU colleges

- | | |
|-----------------|------------------------|
| Soil Ecology | Economics |
| Biogeochemistry | Extension and outreach |
| Energy Sector | Business development |
| Engineering | Humanities |
| Crop genetics | Policy |
| Climate Science | IT/Tech development |

TOOLS - The center helps develop or validate new tools to advance soil carbon measurement and modeling



IMPLEMENTATION - Support fellowships and internships, including with industry partners



Excellence in our 21st Century Land-Grant Mission



Jim Bradeen

Associate Vice President,
CSU Spur Strategy

Professor of Plant Pathology





CSU SPUR HYDRO

- One Water best practices
- South Platte & riparian biology
- Water use and conservation
- Water management & policy

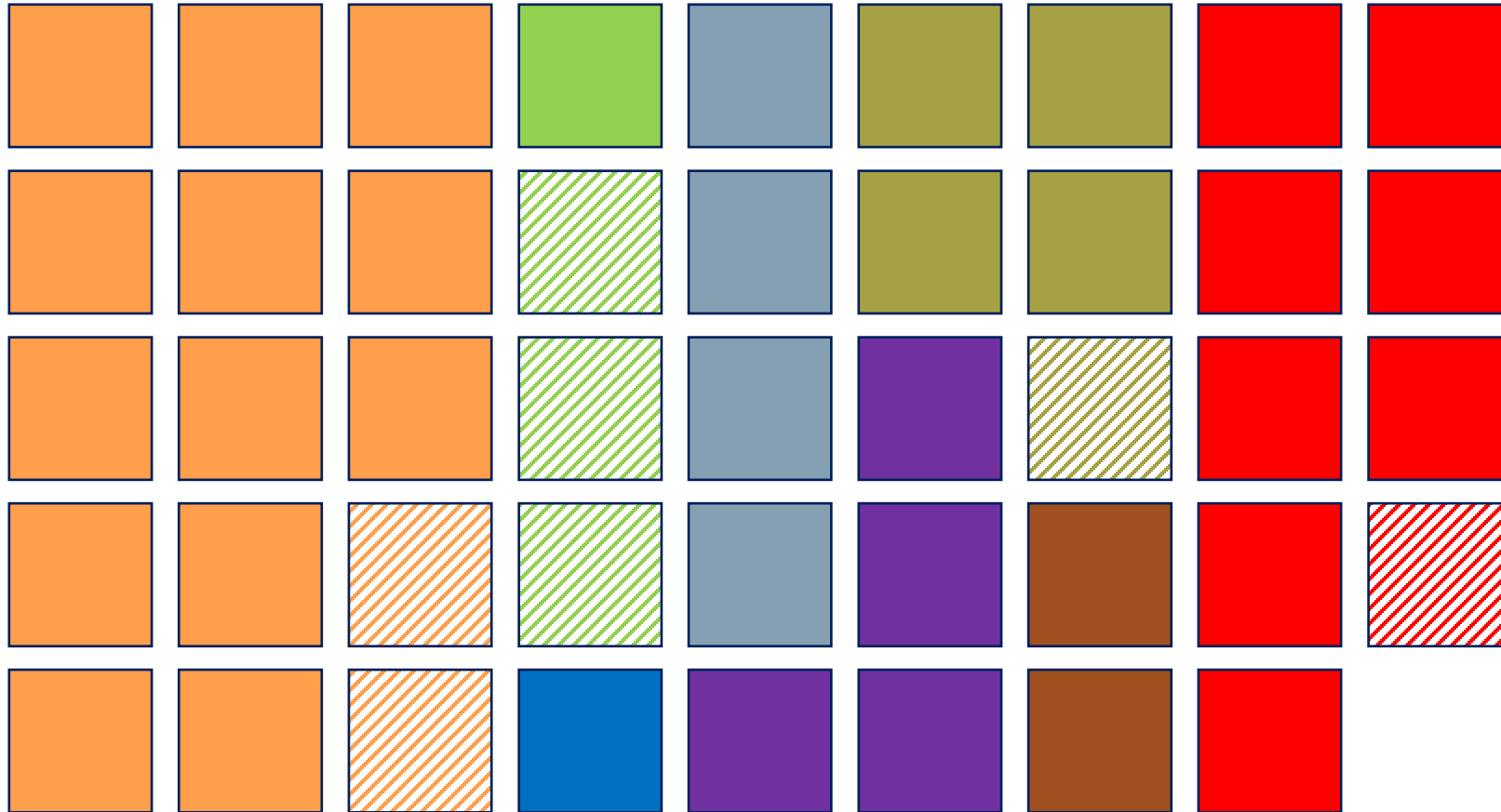
CSU SPUR TERRA

- Food systems
- Urban ag
- Ag technology
- Nutrition

CSU SPUR VIDA

- Physical & translational medicine
- Equine Assisted Services
- Equine sports medicine
- Animal-human bond

Current CSU Spur Projects



- Orange: Agricultural Sciences/Ag Experiment Station (15)
- Blue: Business (1)
- Light Green: Engagement & Extension (4)
- Blue-Gray: Health & Human Sciences (4)
- Purple: Liberal Arts (4)
- Olive Green: Natural Sciences (5)
- Brown: Veterinary Medicine & Biomedical Sciences (2)
- Red: Walter Scott, Jr. College of Engineering (9)

44 projects totaling \$7.5M in FY23

URBAN AGRICULTURE



THE SEMILLA PROJECT



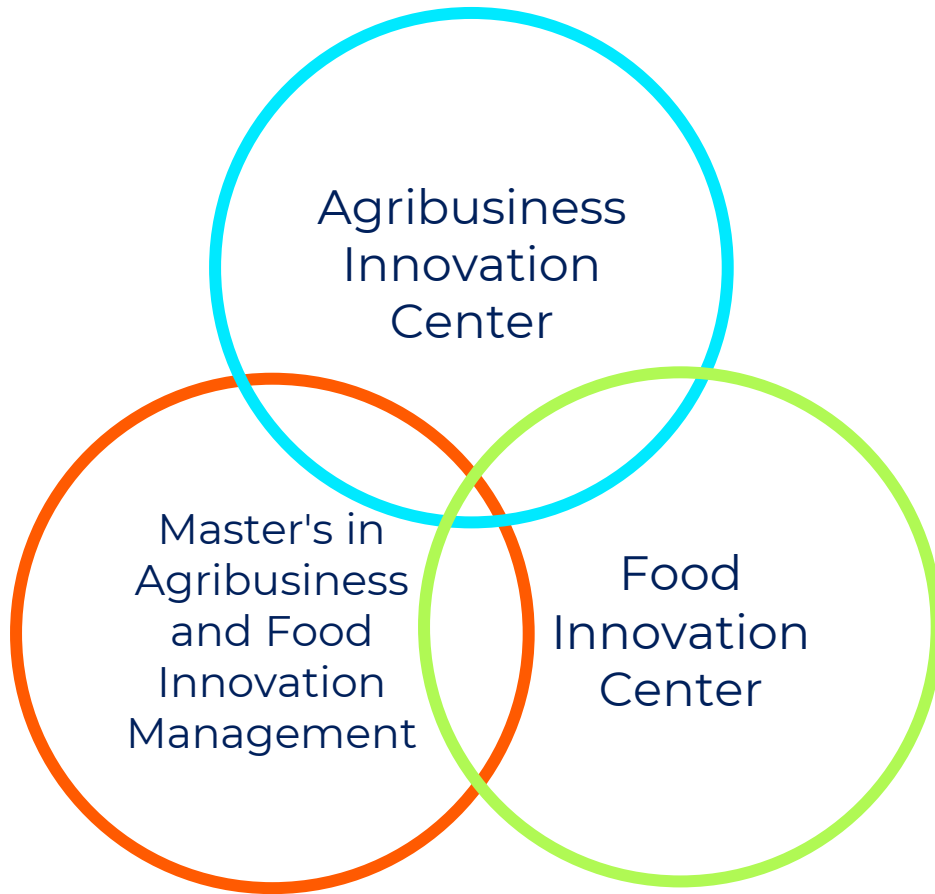
IN-RICHES: INTEGRATED ROCKY MOUNTAIN INNOVATION CENTER FOR HEALTHY SOILS



TEMPLE GRANDIN EQUINE CENTER



Cultivating an Ag Innovation Ecosystem



Preparing Tomorrow's Leaders for Global Challenges



Kellie Enns

Program Director and
Associate Professor of
Agricultural Education



Initiatives in Accessible Agricultural Education

VISION: A vibrant agricultural industry enhancing rural prosperity

OPPORTUNITIES:

Agriculture needs a diverse, innovative, well-trained, and adaptable workforce

- Many Agrifood jobs in Colorado go unfilled
- Today's employers need newly-skilled employees and enhanced 'soft' skill-set

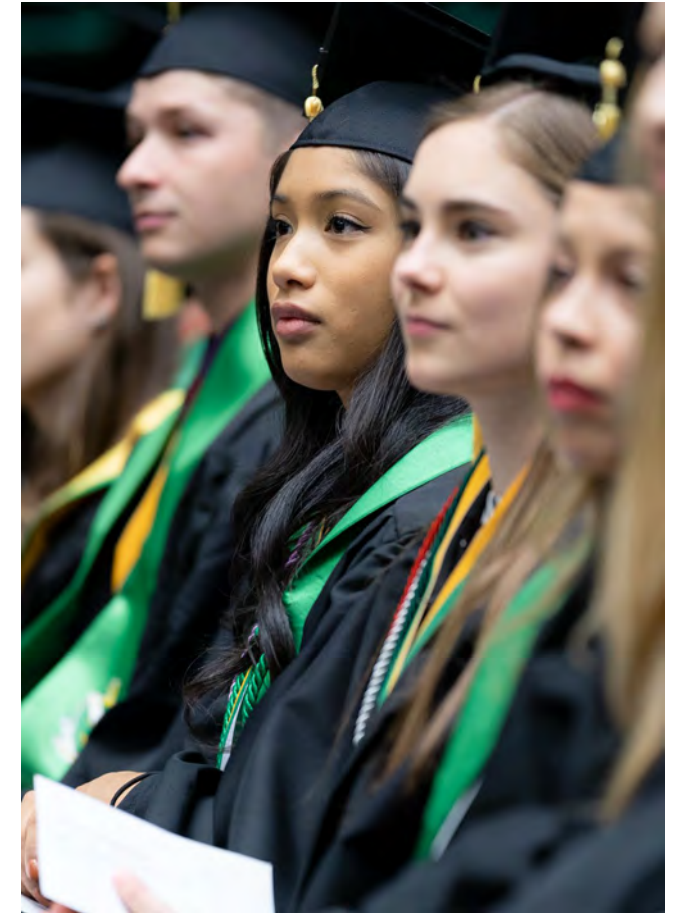
Barriers may exist for many in accessing post-secondary opportunities

- Travel, income, competing commitments

Rural communities seek to enhance their rural workforce to invigorate local economies

SOLUTIONS:

- Broaden workforce pathways by engaging youth
- Developing collaborative partnerships to meet learners where they are, even in profession
- Retain and develop students via high impact experiences
- Develop cooperative pipelines to employment in the agricultural sector



Means and Methods

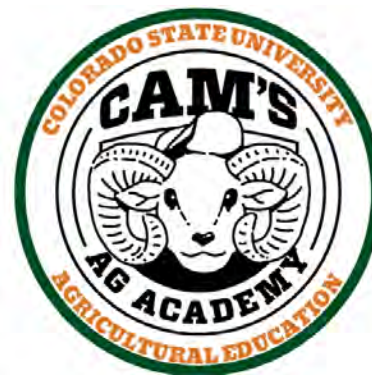
INNOVATE IN THE PATHWAY TO ACCESSIBLE EDUCATION

- 2+2 programs
- Place based and 3+1 opportunities
- Innovative approaches – online, non-credit or micro credential opportunities



INNOVATE IN RECRUITMENT MODELS

- Feeder programs, such as CSU Spur
- College credit for FFA and 4H experiences
- Pre-entry programs to expand access (ex. summer bridge programs)
- Maximize impact of programs in field (exs. Cam's Ag Academy, HORT 100)



INNOVATE IN DELIVERY

- Experiential learning models utilizing AES partners
- Community building and connections across majors to promote retention and support
- Expand programmatic offerings based on industry needs
- Access to validated credentials that can add value to majors





Revolutionizing How We Nurture People and Planet

Agriculture at Colorado State University

Learn more about our strategic initiatives and our impact across Colorado, and beyond —

<https://agsci.colostate.edu/agriculture-csu/>





**COLLEGE OF
AGRICULTURAL SCIENCES**

**AGRICULTURAL
EXPERIMENT STATION
COLORADO STATE UNIVERSITY**

THANK YOU.



Agricultural

SCIENCES



STRATEGIC PLAN

2022-2025



LOCAL SOLUTIONS FOR GLOBAL IMPACT

Our Vision:

Revolutionizing how we nurture people and our planet.

Our Purpose:

Together, we promise future generations a vibrant agriculture, a healthy environment and thriving communities.

Our Values:

Actions manifest our essence. With CSU's Principles of Community as a guide, we serve with excellence, intention, rigor, optimism, empathy, creativity and wisdom.

Our Mission:

In the context of a changing climate, we meet global challenges in food safety, food security, wellness and economic prosperity through the sustainable use of natural resources.

We excel in our 21st century land-grant mission by integrating intentional discovery, inclusive learning and collaborative engagement.



INTENTIONAL DISCOVERY

Agriculture is a fulcrum for discovery of principles and practice.

We draw on diverse scientific disciplines and perspectives to solve real-world problems of agriculture, the environment and community well-being. We practice innovation by spanning boundaries, challenging convention and viewing obstacles as opportunities. We achieve lasting impact through collaboration and mentoring the next generation of industry leaders and scientists.



INCLUSIVE LEARNING

Lived experience is the best teacher.

We empower learners and citizens to serve and succeed. Our curriculum is deeply connected to our scientific discovery and active stakeholder engagement. We challenge our students to grow, while surrounding them with support. We prioritize hands-on learning to catalyze student motivation, while building confidence and competency in critical thinking, decision-making and communication.



COLLABORATIVE ENGAGEMENT

Engaged scholarship is our promise and way of being.

We learn from and actively engage diverse stakeholders across a continuum of shared experiences that spans conversation to co-creation. We apply science with collective wisdom for the betterment of society, ask important questions, and value all voices.

OUR AREAS OF IMPACT

Our future work will build on a proud tradition of innovation in agricultural sciences at CSU.

Guided by our shared vision, we are mobilizing around and investing in eight strategic focus areas for leadership and impact – regionally, nationally and globally.

Our strategic planning process is one of continual improvement – we will measure, evaluate, communicate and rigorously examine our progress against our goals and objectives. When adjustments need to be made, we will do so systematically, decisively and with purpose.



THEMATIC PRIORITIES

FOUNDATIONS

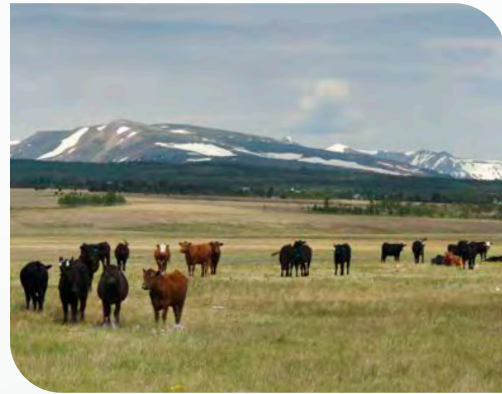
OUR THEMATIC PRIORITIES



Innovating local and global food systems

We are modernizing the safety, quality, sustainability, efficiency and effectiveness of food systems to achieve healthy communities, economies and individuals.

We utilize cutting edge research, education and community engagement to advance science, inform policy and improve access to nutritious food in Colorado and worldwide.



Advancing the science of regenerative agricultural systems

We are a leader in applying a rigorous scientific framework to the analysis, development and implementation of diverse regenerative agricultural systems.

We adopt a collaborative community-driven approach to help increase the availability of affordable, fresh, nutritious food while restoring the health of our communities, soils, water and air.



Accelerating agriculture's climate resiliency

We empower and accelerate breakthrough discovery in the adaptation of plants, animals and ecosystems through an unprecedented convergence of disciplines and integration of basic and applied research.

We cultivate critical partnerships and provide world-class facilities that will spur talent development and inspire groundbreaking innovation.



Nurturing human wellness and thriving communities

We foster resilient communities by nurturing the health and well-being of humans, animals, plants and the environment through the experience of agriculture, landscape and natural resources.

We improve the societal well-being of people and communities by creating and sharing tools and information aimed to solve economic, managerial, educational and policy-related problems within agri-food and resource systems.



Thematic Priority Spotlight:



ADVANCING THE SCIENCE OF REGENERATIVE AGRICULTURAL SYSTEMS



How will we accomplish this? We will:

- ✓ Partner with CSU colleagues, peer institutions and leading organizations in this field to advance definitions and discovery in the science of regenerative agriculture
- ✓ Make strategic investments in research and engagement to support the collaborative development and testing of novel solutions
- ✓ Develop curriculum and co-curriculum that is well integrated with research and engagement activities, with an emphasis on water-limited, semi-arid systems
- ✓ Advance stakeholder performance and longevity through cutting-edge research, practice and adoption
- ✓ Support the growth of existing enterprises and new startups that enable regenerative agriculture

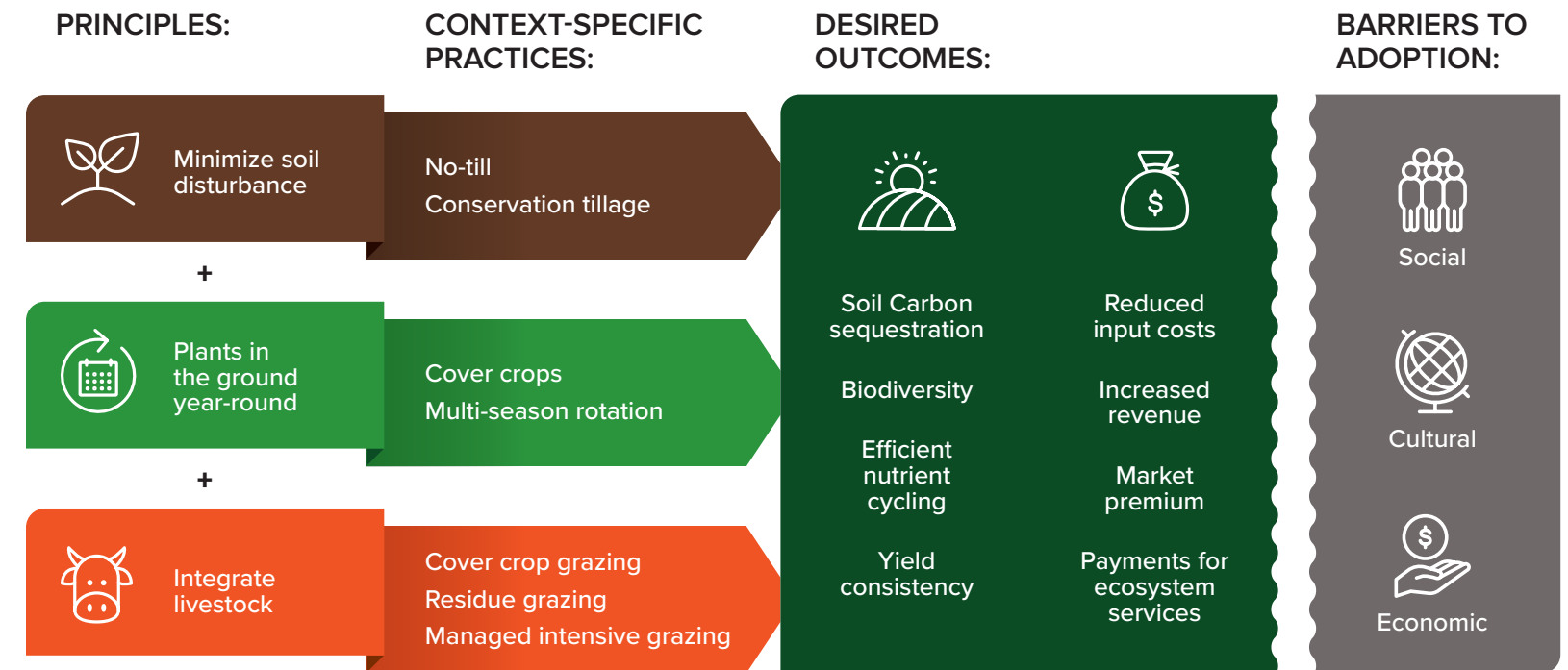
How will we know we're successful? We will have:

- ✓ Established a variety of strategic partnerships to continually advance scientific discovery
- ✓ Grown our research presence, productivity and performance across diverse contributing disciplines
- ✓ Placed an increasing number of graduates who contribute to the field of regenerative agriculture
- ✓ Accelerated enterprise development and the adoption of technology and practices at scale, with positive impacts to diverse stakeholders and communities
- ✓ Achieved public and industry recognition of our research and teaching leadership in this area

How we think about Regenerative Agriculture

At Colorado State University, we have always been invested in having a safe, secure and sustainable food supply. We are now taking this work a step further by adopting a systems approach that extends beyond sustainability to leaving things better than we found them.

We are thinking about regenerative as more than just the biological aspects of agricultural and natural resource systems – our work must deliver value for all stakeholders across the supply chain, while building the capacity of people and communities to become healthier and more just in the process.



OUR FOUNDATIONS



Cultivating and growing an inclusive, respectful and equitable community

We are committed to inclusive excellence in which all perspectives are welcomed, valued and affirmed.

We encourage our team and our stakeholders to “Come to the Table” with their passion and pursuit of excellence to cultivate a diverse community that co-creates knowledge to address key agricultural challenges.



Convening and supporting critical conversations to address wicked problems

We are a trusted and responsive partner in addressing the public interest with high quality research, teaching and service.

We actively embrace difficult conversations and encourage respectful debate.

We facilitate and support informed policy discussion at the epicenter of agriculture, natural resource and human systems.



Promoting agricultural literacy with awareness, knowledge, discovery and decision-making

We share knowledge and build community to promote greater public understanding and trust in agriculture.

We advocate for transparency, providing unbiased information to support sound judgment by producers, consumers and policymakers.



Preparing tomorrow’s leaders for global challenges

We are committed to preparing successful leaders, innovators, and global citizens by developing the professional skills, technical expertise and cultural competencies needed to advance the college and agricultural community in Colorado and beyond.

Spotlight:

PREPARING TOMORROW’S LEADERS FOR GLOBAL CHALLENGES



How will we accomplish this? We will:

- ✓ Define and embed key student learning and success outcomes in curricular and extra-curricular program design, with an emphasis on experiential and service learning, decision-making and global perspective
- ✓ Develop the next generation of scientists for careers in academia and industry with experiences in research design, professional scientific communication and real-world problem solving
- ✓ Grow the professional capital and relevance of students through regular and deliberate engagement with agricultural stakeholders
- ✓ Inspire and implement a culture of curricular innovation that results in greater access by diverse learners, successful career pathways and lifelong learning
- ✓ Provide a continuum of care that fosters whole student development while improving student retention, persistence, graduation and placement rates

How will we know we’re successful? We will have:

- ✓ Become the institution of choice for agricultural sciences among high school graduates from Colorado
- ✓ Observed year-over-year growth in the share of undergraduate students with demonstrated competency in College of Agricultural Sciences core dimensions
- ✓ Increased the number of graduate students and post-doctoral professionals who become recognized leaders within peer institutions and industry
- ✓ Developed agile and accessible curricular solutions to support diverse learners, accelerate careers and address critical workforce development gaps
- ✓ Observed continual improvement in student success metrics including first-year retention, four- and six-year graduation rate, and placement in preferred career pathway

WHERE WE WILL INVEST

While a wide range of ongoing efforts at Colorado State University will amplify impact in our strategic focus areas, the following investments in people, programs and places serve as points of collaboration for guiding us forward.

People

IDEAS IN ACTION: AgriBiome Science

The microbiome is the community of microorganisms that live everywhere – on our skin, in our bodies, and within the soil, plants and animals within agriculture.

We have invested in a world-class team of scientists spanning diverse disciplines who apply biological experimentation, informatics and decision science in a systems approach to improve understanding of the agricultural microbiome (agriBiome). This work has exciting implications for addressing stakeholder concerns of food security, food safety and the sustainability of food systems.



AgCARES Hub

CSU and the USDA-ARS Center for Agricultural Resources Research are committed to providing the science and engineering necessary to develop resilient agriculture. The world’s only Climate Agricultural Resiliency with Engineering & Science (AgCARES) Hub will assemble researchers, students and staff from a diverse complement of disciplines needed to achieve climate resilience, coupled with shared spaces and unique, state-of-the-art teaching and research facilities to foster innovation and inspiration.

These bold commitments, built on the tremendous expertise that resides across ARS and CSU, acknowledges the realization that only together can we succeed.



IDEAS ON THE GROW:



Inclusion, Diversity and Equity in Agriculture (IDEA)

Building upon CSU’s strong leadership in inclusive excellence, there is an opportunity within the College of Agricultural Sciences to formalize and elevate existing efforts toward nurturing a diverse, inclusive and equitable environment for our faculty, staff, students and external constituents.

A critical next investment will be the hire of an experienced director to work in close collaboration with university and industry partners to develop strategies, policies and programming that will position the college as a model for its peers and the greater agricultural community.

Programs

IDEAS IN ACTION: CSU AgNext

At CSU, we believe animal agriculture is an important part of our global food system. This first-of-its-kind collaborative brings together livestock and animal health experts from across the university with industry and government partners to innovate sustainable and profitable solutions for feeding the world. Success is defined as not only answering the questions of today but building a nimble and adaptive collection of talent to meet tomorrow’s challenges.



Upskilling Academy

In Colorado and beyond, a shortage of skilled workers is hindering the growth of agricultural and food sectors and placing critical strains on local and regional food systems. Traditional post-secondary education pathways are not currently meeting the needs of employers nor the potential agricultural workforce.

Through the creation of an online, accessible, experiential and cutting-edge UpSkilling Academy, we will support the development of technical, applied and professional skills to aid learners in their pursuit of successful careers and entrepreneurial businesses related to food, agriculture, natural resources, and the environment. This effort will provide new career pathways while strengthening local communities, enhancing food system resiliency and promoting regenerative agriculture, including enhancing soil health and water conservation.

IDEAS ON THE GROW:



Innovative Undergraduate Curriculum – Minor in Agricultural Data Science

Agricultural data analysts are among the most highly sought-after employees by agribusiness. Training students to make data-based decisions is essential to equipping our future leaders to reduce the impact of global climate change, improve ecosystem resiliency, and ensure food safety and security.

Students from this minor will be able to provide data-informed technical advice on trends related to crop or animal production, serving as a necessary bridge between agronomists or animal scientists and data scientists. They will gain practical experience with complex agricultural data through an internship with an industry client, living our land-grant mission of teaching in service of Colorado agriculture.

WHERE WE WILL INVEST

Places

IDEAS IN ACTION:

CSU Spur

Opening in early 2022, the CSU Spur Campus at Denver's National Western Center will bring together research, teaching and engagement activities from the three campuses of the CSU System in a modern-day approach to the university's land-grant mission.

The public-facing campus will celebrate the proud tradition of Colorado agriculture while inspiring innovation with global impact. Diverse research, demonstration and education programs at Spur will promote agricultural literacy and lifelong learning, foster agribusiness entrepreneurship, enhance the health and well-being of individuals and communities, and advance the sustainability of urban and rural food systems.



Regenerative Agricultural Management Systems (RAMS)

RAMS bridges the agricultural tradition of producer-led innovation with the development and application of cutting-edge tools, leveraging the broad scientific expertise at CSU and the creative spirit of our producers and ranchers to co-create new knowledge and practice.

RAMS will be a network of collaborative hubs across Colorado that work with local communities to co-create regenerative approaches unique to each region of the state. Frontier Projects stationed at CSU's research centers will pilot groundbreaking research, education and extension programming designed to encourage and facilitate adoption by small-scale operations, while creating experiential learning opportunities for students. CSU's new Metropolitan Agricultural Research Center at Spur will strengthen this network, acting as an important bridge between urban and rural interests.



IDEAS ON THE GROW:

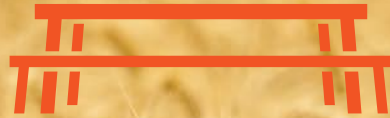
Ag Campus @ ARDEC

Located just 4 miles north of CSU's Fort Collins campus, the Agricultural Research, Development and Education Center (ARDEC) has been a valued part of the university's research center network since 1993.

Our vision for the future of this center is the creation of a world-class campus where teaching, research and industry engagement are thoughtfully integrated to provide diverse learning experiences in production agriculture to advance agricultural literacy, student success and workforce development. The Ag Campus will also be a gathering place for students and industry leaders alike, building community and inspiring solutions for the industry's greatest challenges.

COME TO

ESTD



1870

THE TABLE



COLLEGE OF
AGRICULTURAL SCIENCES
COLORADO STATE UNIVERSITY



AGRICULTURAL
EXPERIMENT STATION
COLORADO STATE UNIVERSITY

agsci.colostate.edu

An equal-access and equal-opportunity University

Agriculture

at Colorado State University

Learn more about our strategic initiatives and our impact across Colorado, and beyond —

<https://agsci.colostate.edu/agriculture-csu/>



Section 7

*Academic and Student Affairs
Committee*

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA
October 6, 2022

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

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

- I. Preliminary Enrollment Report and Retention
 - Colorado State University
 - CSU Pueblo
 - CSU Global

- II. Student Success Initiative Report
 - Colorado State University
 - CSU Pueblo
 - CSU Global

- III. New Degree Programs
 - Colorado State University
 - Graduate Certificates in:
 - Aerospace: Satellites, Radars and Remote Sensing
 - Hydraulic Design
 - Arts Management

 - Colorado State University Global Campus
 - Graduate Certificate in:
 - Digital Health Technology

 - Colorado State University Pueblo
 - None

- IV. Miscellaneous Items
 - Approval of Degree Candidates



Academic and Student Affairs Committee

Agenda: Page 97

Board of Governors Regular Meeting – October, 2022

Roze Hentschell , Interim Chief Academic Officer

Contents

- Preliminary Enrollment Report and Retention
- Student Success Initiative Report
- New Degree Programs
- Approval of Degree and Certificate Candidates
- Program Review Schedule (Fort Collins)



Preliminary Enrollment Report



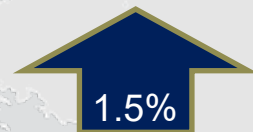
CSU-Fort Collins Preliminary Enrollment Report



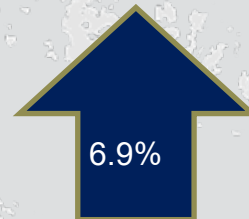
(page 121)

- Headcount: 27,956
- Total residential instruction: 23,794 undergraduate; 3,557 graduate
- 65% CO resident; 25% students of color; 20% first generation (undergraduate)

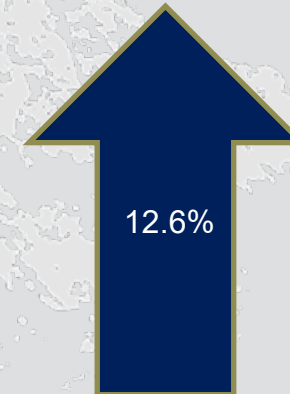
Areas of Growth



Minority



New Freshmen



WUE

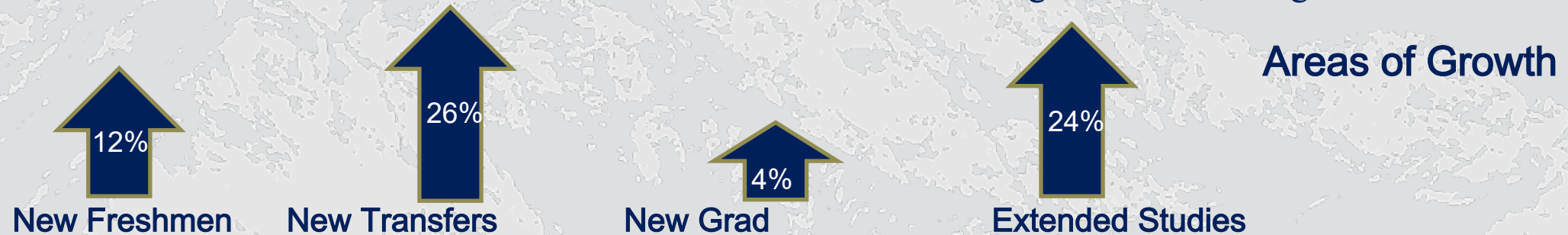
- Largest increases in minoritized students seen in Hispanic (+2.7%) and Asian (+2.9%) students
- College of Agricultural Sciences, College of Business, College of Natural Sciences, and College of Veterinary Medicine and Biomedical Sciences each saw increases in student numbers. College of Business saw greatest growth at 9.5%

CSU-Pueblo Preliminary Enrollment Report



(page 124)

- Headcount: 3,529
- Residential instruction and extended studies: 3,104 Undergraduate; 425 graduate



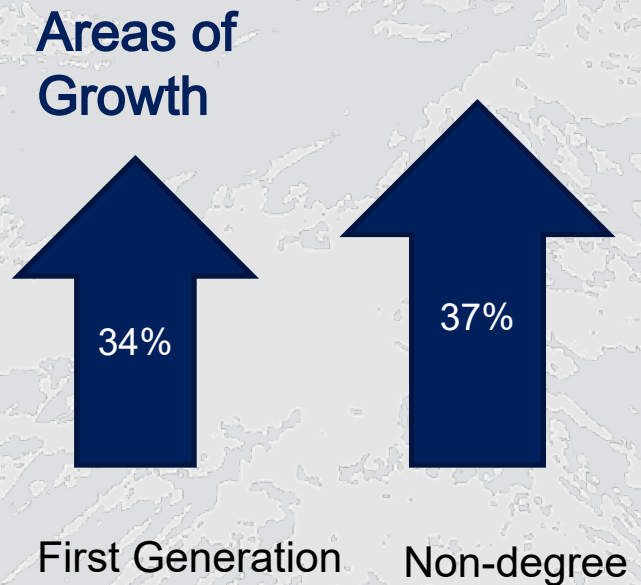
- Majority of CSU Pueblo students identify as underrepresented: 51% racial/ethnic minority (+6%); multi-racial (+54.5%); 33% Latinx (-.5%); 44% First gen (-1.5); 45% Pell (-1%)
- Not captured in the number of graduate students are the 72 students currently enrolled in a 3+2 Program
- Decline in the number of continuing students with the largest decline among continuing Seniors (-11%)

CSU-Global Preliminary Enrollment Report

(page 127)



- Report is for CSU Global's Fall A (July) and Fall B (August) terms. Terms C and D enroll in mid-September and mid-October
- Headcount: 4,697 undergraduate; 2,406 graduate; 164 non-degree seeking
- For Fall A and B terms, decline from prior year in headcount (-9%) and student credit hour production (-13%). Preliminary data for Fall C indicates growth
- Colorado resident enrollment remains steady at ~34%
- Majority of students are between 24-44 years
- Nearly 10% of Colorado residents are from rural areas.



Preliminary Undergraduate Retention Rates

CSU Fort Collins First-time, first-year student retention rate: 84.1%  -1.6

CSU Pueblo First-time, first-year student retention rate: 61.3%  -3.5

CSU Global Retention rate First (Spring A) to Third term: 72.7%  -2.2

Student Success Initiative



CSU SYSTEM
COLORADO STATE UNIVERSITY



Student Success Initiative Overview

- 2021: BOG invests to support CSU-FC and CSU-P campuses in closing equity gaps and increase retention and graduation rates
- Board committed \$11.2 million over three years
- Stretch goal is to eliminate equity gaps for all demographics by 2027 and raise student success metrics to the top quartile of peers in the same time period
- Six broad categories: data; infusing a culture of success at the college/department levels; changes to the curriculum; enhancements to the curriculum; co-curricular investments; and targeted financial aid.

Student Success Initiative Report: CSU

(page 130)

-FC



- Expansion of summer bridge program
- Creation of new work-study program
- Increase in summer financial aid
- Learning assistants, tutoring, and curricular innovation in large-enrollment, foundational courses
- Acquisition and development of new student success analytical tools, including the Equity Gap Dashboard



- Development and expansion of learning communities
- Increase in co-curricular academic programs and undergraduate research opportunities for first-year and historically underrepresented students
- Professional development for Non-tenure track (Contract, Continuing, and Adjunct faculty)
- Pre-calculus pilot program

See: "Colorado State University: Anatomy of a Student Success Program." In The Chronicle of Higher Education, Reimagining the Student Experience, August 2022, p.54.



- Inaugural Dean of Undergraduate Studies and Student Success
- Maturing of tutoring services
- Expansion of embedded tutors and redesigned peer supplemental instruction for implementation in foundational courses.
- Gap analysis of existing tutoring support
- Student accelerated classes (Formerly "Back on Track") to support struggling students to start fresh in a late start class.
- Discovery Scholars Program

Student Success Initiative Report: CSU

(page 145)

-Global



CSU Global is internally funding efforts through operating funds - no specific Board of Governor funding was requested or provided. For 2021 -2022, CSU Global allocated \$100,000 of operating funds to support efforts.

- Reorganized student success office
- Evaluated effectiveness of existing student advising software
- Initiated a “Week Four” course review
- Conducted focus groups
- Completing a review of all scholarship and grant opportunities
- Reviewing (in Q2) CSU Global admission processes and communication templates
- Revising student experience communication plan to promote academic, personal, and professional resources

New Programs



CSU-Fort Collins New Graduate Certificates

(page 148)



Walter J. Scott College of Engineering

- *Graduate Certificate in Aerospace: Satellites, Radars and Remote Sensing* (9 credits)
 - Students may apply for and complete just the certificate or may apply for both the certificate and a degree program. This allows students to start with the certificate and continue to a more advanced degree.
- *Graduate Certificate in Hydraulic Design* (9 credits)
 - Prepares engineers or other professionals in the water, energy, or environmental resources to lead hydraulic design projects from concept creation to implementation.

College of Liberal Arts

- *Graduate Certificate in Arts Management* (12 credits)
 - This program trains students to be arts leaders in policy, advocacy, engagement and theory within community arts sectors at the national, state and local levels.



- *Graduate Certificate in Digital Health Technology*
 - Prepares students for understanding the expanding role of digital health technology in national and global health systems. Students will analyze trends in digital health technology, applications, challenges, and opportunities for healthcare organizations preparing to move into the future of digital healthcare

Approval of Degree Candidates



Approval of Degree and Certificate Candidates

(pages 157-159)

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees during the 2022-2023 Academic Year.



The Faculty Council of **Colorado State University** recommends the conferral of degrees on those candidates who satisfy their requirements during the 2022-2023 Academic Year. The Registrar's Office will process the applications for graduation; only those individuals who complete all requirements will receive degrees.



The Faculty Senate of **Colorado State University Pueblo** recommends the conferral of degrees on those candidates who satisfy all their requirements during the 2022-2023 Academic Year. The Registrar's Office at CSU Pueblo will process the applications for graduation; only those individuals who have completed all requirements in a satisfactory manner will receive their degree.



CSU Global recommends the conferral of degrees and certificates on those candidates who satisfy their program requirements during the 2022-2023 Academic Year. The CSU Global Registrar's Office will ensure that only those individuals who satisfactorily complete all program requirements will be conferred with a degree or certificate.

Program Review



CSU-Fort Collins Program Review Schedule

(page 160)

The following academic program review schedule is submitted for your approval:



<p>College of Veterinary Medicine and Biomedical Sciences</p>	<p>Biom edical Sciences</p> <p>Clinical Sciences</p> <p>College Wide Interdepartmental Program s</p> <p>Environmental and Radiological Health Sciences</p> <p>Microbiology, Im m unology & Pathology (1682)</p>
<p>Special Academic Units</p>	<p>Cell and Molecular Biology (1674)</p> <p>Ecology (1021)</p> <p>Molecular, Cellular and Integrative Neurosciences (1675)</p> <p>School of Advanced Materials Discovery (1054)</p>
<p>College of Natural Sciences</p>	<p>Biochem istry and Molecular Biology (1870)</p> <p>College Wide Interdepartmental Program s (1801)</p> <p>Physics (1875)</p>
<p>Warner College of Natural Resources</p>	<p>Geosciences</p> <p>Hum an Dim ensions of Natural Resources</p> <p>Fish Wildlife & Conservation Biology</p>



QUESTIONS?



CSU SYSTEM
COLORADO STATE UNIVERSITY



CSU Fort Collins

Enrollment, Retention and Graduation Rates: Fall 2022

Executive Summary: RI (State Funded) Enrollment and FTE (data taken from Census 09.07.2022)

- The RI (state funded) entering class is the largest in history at 5,517
 - 28% racially minoritized
 - 25% first-generation
 - 60% Colorado residents
 - 9% Colorado rural
 - Median high school GPA = 3.74
 - 67% with a high school GPA 3.5 or higher; 30% with a 4.0 high school GPA
- Western Undergraduate Exchange (WUE) enrollment increased by 247 (12.6%); these students pay 150% of resident tuition.
- Largest increases in minority students seen in Hispanic (+107; 2.7%) and Asian (+23; 2.9%) students
- College of Agricultural Sciences, College of Business, College of Natural Sciences, and College of Veterinary Medicine and Biomedical Sciences each saw increases in student numbers. College of Business saw greatest growth at 9.5%.

Table 1: RI (State Funded) Enrollment and FTE

Note: All data reflect FA22 RI (state funded) student headcount except line 3 which is non-RI.

Colorado State University: Fort Collins Campus

	FA18	FA19	FA20	FA21	FA22		One Year Change
Student SCH (RI Only)	382,032	382,786	358,681	362,867	366,942	4,075	1.1%
Student FTE (RI Only)	13,092	13,144	12,300	12,437	12,577	140	1.1%
Non-RI Headcount	5,186	5,302	4,930	4,954	5,499	545	11.0%
Headcount (RI)	28,691	28,864	27,835	27,954	27,956	2	0.0%
Undergraduate	24,380	24,600	23,590	23,690	23,794	104	0.4%
Freshman (Less than 30 SCH)	6,488	6,291	5,540	6,305	6,880	575	9.1%
Sophomore (30 to 60 SCH)	5,402	5,710	5,552	5,131	5,209	78	1.5%
Junior (60 to 90 SCH)	5,465	5,525	5,532	5,450	5,159	-291	-5.3%
Senior & Post Bach. (90 Plus SCH)	7,025	7,074	6,966	6,804	6,546	-258	-3.8%
Graduate	3,728	3,676	3,648	3,658	3,557	-101	-2.8%
Graduate I & NDS	2,326	2,225	2,162	2,124	1,948	-176	-8.3%
Graduate II	1,402	1,451	1,486	1,534	1,609	75	4.9%
Professional	583	588	597	606	605	-1	-0.2%
New Entering Undergraduate Class (includes summer starts)	5,408	5,203	4,556	5,163	5,517	354	6.9%
New Transfer Undergraduate Class (includes summer starts)	1,616	1,678	1,616	1,315	1,551	236	17.9%

Table 1 (cont.)

*Note: FA22 Pell Grant data are too preliminary to report at census. Rural designations reflect Colorado Department of Education (CDE) definitions and are only available for resident undergraduate students.

	FA18	FA19	FA20	FA21	FA22	One Year Change	
Female	14,740	15,136	14,910	15,181	15,332	151	1.0%
Male	13,951	13,728	12,925	12,773	12,624	-149	-1.2%
Rural	1,053	1,104	1,091	1,092	1,095	3	0.3%
Small Rural	341	336	283	247	228	-19	-7.7%
Metro	13,497	14,136	14,150	14,164	14,466	302	2.1%
Nonresident, Non-WUE	7,949	8,070	7,505	7,571	7,549	-22	-0.3%
Nonresident, WUE	1,025	1,150	1,356	1,960	2,207	247	12.6%
Resident	19,717	19,644	18,974	18,423	18,200	-223	-1.2%
Not First-Generation (only asked of undergraduates)	18,311	18,550	17,944	18,260	18,242	-18	-0.1%
First-Generation (only asked of undergraduates)	6,069	6,050	5,646	5,430	5,552	122	2.2%
Not Pell (undergraduate only)	19,317	19,539	19,678	19,177	*	-501	-2.6%
Pell (undergraduate only)	5,063	5,061	4,667	4,513	*	-154	-3.4%
Nonminority	22,305	22,046	21,027	21,042	20,940	-102	-0.5%
International	1,930	1,862	1,516	1,369	1,334	-35	-2.6%
Unknown	413	330	252	265	261	-4	-1.5%
White	19,962	19,854	19,259	19,408	19,345	-63	-0.3%
Minority	6,386	6,818	6,808	6,912	7,016	104	1.5%
Asian	779	775	765	794	817	23	2.9%
Black	615	598	552	570	565	-5	-0.9%
Hawaiian/Pac. Islander	43	39	35	38	34	-4	-10.5%
Hispanic/Latino	3,727	3,974	4,008	4,014	4,121	107	2.7%
Multi-Racial	1,109	1,310	1,302	1,354	1,343	-11	-0.8%
Native American	113	122	146	142	136	-6	-4.2%
Agricultural Sciences	1,665	1,698	1,603	1,608	1,657	49	3.0%
Business	2,614	2,535	2,503	2,719	2,976	257	9.5%
Walter Scott, Jr. College of Engineering	3,359	3,260	3,074	3,055	2,967	-88	-2.9%
Health and Human Sciences	4,800	4,900	4,690	4,438	4,326	-112	-2.5%
Intra-University	2,796	2,657	2,304	2,265	2,199	-66	-2.9%
Liberal Arts	4,651	4,725	4,665	4,606	4,582	-24	-0.5%
Natural Sciences	5,097	5,309	5,248	5,464	5,477	13	0.2%
Veterinary Medicine & Biomedical Sci	1,785	1,820	1,839	1,847	1,873	26	1.4%
Warner College of Natural Resources	1,924	1,960	1,909	1,952	1,899	-53	-2.7%

Executive Summary: Retention and Graduation Rates (Table 2)

- The overall freshman retention rate is down 1.6 points; this decrease was expected given lower fall to spring retention for the FA21 FTFT (First Time Full Time) cohort (most likely pandemic related)
- Freshman retention rate is up for first-generation and rural cohorts
- Four-year graduation rates improved overall and for almost all subpopulations; five-year graduation rates increased for many subpopulations but held steady overall
- Six-year graduation rate decreased overall but decreased to a lesser degree for our most vulnerable student populations (Pell, first-generation, racially minoritized, rural)

Table 2: Retention and Graduation Rates

Note: Columns represent the entering cohort fall. These data are preliminary and will be finalized for the December meeting.

	Retention		4-Yr. Grad.		5-Yr. Grad.		6-Yr. Grad.	
	FA20	FA21	FA17	FA18	FA16	FA17	FA15	FA16
Overall	85.7%	84.1%	41.4%	46.0%	62.8%	62.8%	68.2%	66.6%
Pell	81.3%	79.5%	33.9%	35.8%	54.5%	53.0%	58.4%	58.2%
Non-Pell	86.8%	85.3%	43.6%	50.3%	65.0%	65.6%	70.8%	68.8%
First Generation	78.5%	79.5%	32.9%	37.7%	54.5%	51.7%	60.5%	58.6%
Continuing Generation	87.6%	85.4%	44.0%	48.4%	65.2%	66.1%	70.9%	68.9%
Male	85.6%	82.5%	33.9%	38.0%	59.0%	58.6%	65.7%	63.5%
Female	85.8%	85.4%	47.9%	52.9%	65.7%	66.5%	70.5%	69.0%
Racially Minoritized	82.4%	80.9%	34.1%	41.2%	57.5%	54.0%	62.1%	61.6%
Non-Racially Minoritized	87.0%	85.4%	44.3%	47.9%	64.6%	66.2%	69.9%	68.3%
Non-Resident	84.6%	82.5%	39.3%	44.7%	61.1%	60.4%	64.3%	64.1%
Resident	86.3%	85.3%	42.6%	46.8%	63.6%	64.0%	70.5%	67.7%
Rural	80.1%	86.9%	41.9%	41.8%	61.2%	64.3%	67.3%	62.2%
Nonrural	86.0%	85.1%	47.2%	47.2%	67.0%	64.0%	70.0%	69.2%

Board of Governors of the Colorado State University System
October 6, 2022
Report Item

REPORT ITEM:

CSU Pueblo Enrollment Report. Report Item. No action necessary.

EXPLANATION:

Presented by Dr. Chad Kinney, Interim Provost and Vice President for Academic Affairs.

INTRODUCTION: The report summarizes enrollment, retention, and persistence data updated for the fall 2022 semester.

- Strong gains in new students (New Freshman, New Transfers, and New Graduate Students)
- Continued growth in Extended Studies online credit hours
- Majority of CSU Pueblo students are from a minority group
- Not captured in the number of graduate students is the 72 students currently enrolled in a 3+2 Program
- Decline in the number of continuing students with the largest decline among continuing Seniors.

Table 1: Fall 2022 enrollment data are based on census data, which are preliminary.

	FA18	FA19	FA20	FA21	FA22*		One Year Change
Student Credit Hours (RI Only)	48,306.0	45,536.5	41,472.0	36,062.5	35,612.5	-450.0	-1.2%
Student Credit Hours (ES Online)	951.0	1,883.0	4,512.0	4,855.0	6,038.0	1,183.0	24.4%
Headcount (RI & ES Online)	3,936	3,847	3,718	3,534	3,529	-5	-0.1%
Undergraduate	3,714	3,547	3,373	3,124	3,104	-20	-0.6%
Freshman	951	807	789	777	932	155	19.9%
Sophomore	729	633	604	534	501	-33	-6.2%
Junior	772	803	716	651	624	-27	-4.1%
Senior & Post Bach.	1,123	1,133	1,108	1,003	885	-118	-11.8%
NDS	139	171	156	159	162	3	1.9%
Graduate	222	300	345	410	425	15	3.7%
Masters & NDS	215	270	312	371	393	22	5.9%
Doctorate	7	30	33	39	32	-7	-17.9%
New Undergraduate	696	631	601	575	645	70	12.2%
Transfer Undergraduate	364	320	294	295	372	77	26.1%
Female	2,048	2,102	2,060	1,938	1,938	0	0.0%
Male	1,888	1,745	1,658	1,589	1,582	-7	-0.4%
Nonresident, Non-WUE	308	320	379	396	418	22	5.6%
Nonresident, WUE	288	260	239	228	201	-27	-11.8%
Resident	3,321	3,266	3,100	2,910	2,910	0	0.0%
Not First Generation (UG Only)	2,464	2,011	1,901	1,731	1,732	1	0.1%
First Generation (UG Only)	1,250	1,536	1,472	1,393	1,372	-21	-1.5%
Not Pell (UG Only)	1,969	1,991	1,949	1,018	922	-96	-9.4%
Pell (UG Only)	1,752	1,586	1,424	1,421	1,407	-14	-1.0%
Nonminority	2,074	2,030	1,932	1,823	1,713	-110	-6.0%
International	109	104	88	77	74	-3	-3.9%
Unknown	113	132	94	77	70	-7	-9.1%
White	1,852	1,794	1,750	1,669	1,569	-100	-6.0%
Minority	1,862	1,817	1,786	1,711	1,816	105	6.1%
Asian	42	50	67	72	74	2	2.8%
Black	237	220	229	214	212	-2	-0.9%
Hawaiian/Pacific Islander	9	14	16	22	13	-9	-40.9%
Hispanic/Latino	1,351	1,309	1,259	1,163	1,157	-6	-0.5%
Multi-Racial	199	208	202	219	334	115	52.5%
Native American	24	16	13	21	26	5	23.8%
Nonrural	3,234	3,055	2,905	3,124	3,087	-37	-1.2%
Rural	371	388	380	328	355	27	8.2%
CHASS	1,111	1,099	1,032	906	844	-62	-6.8%
CHEN	1,034	1,066	1,100	1,118	1,068	-50	-4.5%
HSB	762	718	661	626	672	46	7.3%
STEM	797	694	684	672	692	20	3.0%

Table 1 (cont.)

Student Credit Hours (Other)**	13,163	15,291	10,417	12611	††	††	††
Other Enrollment (Not RI or ES Online)**	3,003	3,482	2,340	2,480	††	††	††
Senior-to-Sophomore**	521	618	568	632	††	††	††
Teacher Education Program**	2,124	2,495	1,460	1745	††	††	††
Independent Study	358	369	312	101	††	††	††

* Fall 2022 data are preliminary as of 09/18/22

** These cash-funded enrollments are not generally reported to CDHE but are included in IPEDS counts

† Due to ongoing issues with the Banner conversion, these numbers may not be reported at this time

†† Enrollments in "other" credit hours are exclusively cash-funded and are entered at the end of term, so are unavailable at census

Table 2: Retention and Persistence by Cohort

Cohort	Cohort Size	Spring 1	Fall 2	Spring 2	Fall 3	Spring 3	Fall 4	Spring 4	Fall 5	Spring 5	Fall 6	Spring 6
Fall 2007	608	83.30%	65.01%	59.44%	51.89%	48.91%	43.94%	40.16%	21.87%	17.89%	9.34%	6.96%
Fall 2008	1,007	84.20%	65.24%	57.00%	48.08%	44.24%	40.07%	38.04%	21.78%	17.72%	8.47%	5.98%
Fall 2009	1,016	84.85%	62.84%	55.10%	45.65%	43.07%	39.96%	36.84%	19.44%	14.72%	6.23%	3.76%
Fall 2010	979	84.56%	63.33%	52.78%	43.89%	39.78%	37.00%	34.33%	19.00%	13.78%	5.67%	4.11%
Fall 2011	1,025	83.46%	60.00%	53.84%	47.78%	46.27%	41.73%	40.11%	21.41%	15.57%	7.14%	4.76%
Fall 2012	867	82.83%	61.43%	53.69%	43.17%	39.30%	36.03%	34.10%	17.90%	13.78%	5.08%	3.87%
Fall 2013	764	83.51%	58.12%	51.96%	43.59%	43.46%	37.70%	34.95%	18.85%	14.53%	6.02%	4.84%
Fall 2014	877	85.78%	66.13%	58.96%	50.80%	48.45%	43.63%	41.16%	24.10%	16.44%	6.67%	5.81%
Fall 2015	765	88.07%	69.11%	64.37%	55.17%	50.86%	46.70%	43.25%	23.99%	17.67%	9.34%	7.61%
Fall 2016	816	85.16%	64.37%	55.47%	48.18%	45.88%	41.57%	39.00%	20.78%	16.19%	7.69%	6.00%
Fall 2017	706	87.07%	70.72%	61.99%	53.43%	50.00%	44.08%	38.32%	21.96%	14.00%	5.80%	
Fall 2018	667	88.11%	65.61%	58.48%	51.82%	48.34%	43.11%	35.33%	20.21%			
Fall 2019	608	87.88%	70.89%	64.01%	55.52%	43.91%	38.16%					
Fall 2020	538	81.78%	64.80%	46.97%	39.27%							
Fall 2021	509	74.46%	61.30%									

REPORT:

CSU Global Preliminary Fall 2022 Enrollment Report

EXPLANATION:

Presented by Dr. Paul Savory, Provost, CSU Global Campus

The following report describes the preliminary Fall 2022 enrollment data for the CSU Global campus. Highlights include:

1. This report is only for CSU Global's Fall A (July) and Fall B (August) terms of our Fall trimester. Terms C and D enroll in mid-Sept and mid-Oct. The enrolment for those terms will be part of the final enrollment report for December.
2. For the Fall A and B terms, we have seen a decline in student credit hours and headcount. The Fall C term (started Sept 12) has shown improvement.
3. The number of non-degree students has grown as a result of our CSU Global Direct program (prerequisite health-related courses), partnership students, and dual enrolment students.
4. The number of students from Colorado is remaining constant at around 34%.
5. Nearly 10% of CSU Global's students from Colorado are located in rural areas.

Board of Governors of the Colorado State University System
 October 6-7, 2022
 Report Item

CSU Global Fall 2022 Preliminary Enrollment Report (AY22-23)

Category	Classification	Fall 2019	Fall 2020	Fall 2021	Fall 2021 ^a	Fall 2022 ^a	1 year Change Fall A/B to Fall A/B
		(Trimester)	(Trimester)	(Trimester)	(Terms A & B)	(Terms A & B)	
Credit Hours	Student Credit Hours	79,052	81,330	69,646	34,430	30,354	-13%
	Average Student FTE ^b	0.56	0.59	0.59	0.38	0.38	0%
Headcount	Undergraduate	7,740	7,529	6,520	5,139	4,697	-9%
	Graduate	4,526	4,570	3,912	3,098	2,406	-29%
	Non-degree Seeking	365	325	277	103	164	37%
New students	New Undergraduate Students	3,236	3,038	2,375	1,194	1,170	-2%
Attendance Status	Full-Time	2,063	2,388	2,034	23 ^c	27 ^c	15%
	Part-Time	10,568	10,036	8,675	8,317	7,240	-15%
Gender	Male	5,063	5,145	4,586	3,571	3,160	-13%
	Female	7,449	7,154	6,025	4,695	4,004	-17%
	Unknown	119	125	98	74	103	28%
First Generation	First Generation	2,854	2,095	2,000	1,478	2,248	34%
State of Residence	Colorado	4,478	4,286	3,779	2,854	2,497	-14%
	Out of Colorado in US	8,024	8,000	6,778	5,372	4,678	-15%
	Foreign Country	129	138	152	114	92	-24%
Financial Aid	Not a PELL Recipient	10,477	10,352	9,006	7,018	6,234	-13%
	PELL Recipient	2,154	2,072	1,703	1,322	1,033	-28%
	Federal Loans Recipient	5,934	5,757	4,654	3,836	2,305	-66%
Rural Colorado	Rural Colorado	1,257	1,143	1,040	777	717	-8%
	Not-Rural Colorado	3,221	3,143	2,739	2,077	1,780	-17%
Race/Ethnicity	Asian	529	529	465	374	343	-9%
	Black or African American	867	833	734	570	595	4%
	Native Hawaiian or Other Pacific Islander	39	14	10	9	3	-200%
	Hispanic/Latino	1,743	1,769	1,566	1,186	1,093	-9%
	Native American or Alaska Native	95	69	42	27	29	7%
	White	7,367	6,993	6,193	4,821	4,185	-15%
	Two or more races	282	149	80	58	62	6%
	Nonresident Alien	61	72	82	66	69	4%
Age Category	Unknown	1,648	1,996	1,537	1,229	888	-38%
	24 or younger	1,682	1,717	1,506	1,053	866	-22%
	25-34	5,594	5,574	4,607	3,683	3,082	-20%
	35-44	3,354	3,353	2,942	2,333	2,136	-9%
	45-54	1,464	1,451	1,368	1,062	944	-13%
	55-64	305	299	261	192	218	12%
	65 and older	32	30	25	17	21	19%

^a = data is only for terms A and B of the Fall Trimester. Terms C and D enroll in mid-Sept and mid-Oct

^b = assumes undergraduate student take 12 student credit hours in trimester, graduate students take 9 hours

^c = Given data is for only Fall A and B terms, most students do not have enough credits to yet be classified as full-time. As they progress into the Fall C and D terms, many will be able to be classified as full-time for the entire trimester

Fall 2022 Retention Update

A key CSU Global indicator for retention is **1st-to-3rd Retention** which measures all new students starting in a term and then tracking if they persist in continuing to enroll in courses in the subsequent 2nd or 3rd term in their track with the university.

For new students that started in the Spring A or B terms, the following table provides their 1st-to-3rd retention rates for Fall 2022 and a comparison to Fall 2021:

Start Term	Program Level (degree and certificates)	Total # Students	1 st -to-3 rd For Fall 2022	1 st -to-3 rd for Fall 2021
Spring A term (March 21, 2022)	Undergraduate	359	72.7%	73.1%
	Graduate	107	78.5%	82.4%
	Total	466	74.0%	76.2%
Spring B term (April 18, 2022)	Undergraduate	215	70.2%	74.3%
	Graduate	79	78.5%	77.4%
	Total	294	72.4%	75.4%

Colorado State University
October 2022 Board of Governors Update
Student Success Executive Summary

Initiative: The CSU Board of Governors' student success initiative provides \$9 million over three years with the goals of 1) increasing retention rates for first-year, first-time students; 2) increasing graduation rates for all students, while focusing on eliminating the equity gaps for first-generation, limited income, and racially minoritized students; and 3) Collect and better utilize data to inform decision making and measure the impact of pilot projects as well as on-going programs.

Process: To meet these goals, in the Fall of 2021 the former provost convened six working groups (database management, curricular support and reform, student support, student experience and culture, financial aid, and academic advising) to solicit proposals from across campus. Proposals were vetted by the Student Success Leadership Team of 18 campus leaders representing CSU's wide-ranging administration in academics and student affairs. In May 2022, proposal representatives and other campus leaders shared ideas and reflections at the provost's Student Success Symposium. In general, enhancements to existing programs were able to occur in the spring and summer 2022 while new academic initiatives are being implemented this academic year.

In mid-July 2022, interim provost Nerger dissolved the large leadership team and charged a group of six to review existing proposals that emerged from the prior six work groups, evaluate the possibility of extending/expanding funded projects based on preliminary outcomes data and solicit proposals from stakeholders for immediate implementation in AY22/23 (deadline Sept. 30, 2022), Summer 2023 (deadline Jan. 27, 2023), and/or AY23/24 (deadline March 1, 2023).

Projects: The Board of Governors' initiative catalyzed student success at CSU, inspiring dynamic developments in student access, success, and retention. It bolstered CSU's ability to provide financial aid through an expanded summer bridge program including 42 historically underrepresented students, a new high impact work-study program that engaged 164 students in meaningful work related to their major and increased summer financial aid. It provided critical support for learning assistants, tutoring, and curricular innovation in large-enrollment, foundational courses, as well as the development and expansion of learning communities in select colleges. This initiative also supported a major increase in the bandwidth of co-curricular academic programs and undergraduate research opportunities for first-year and historically underrepresented students through expanding programs such as MURALS First Year Academy and United in STEMM. At the same time, it funded the acquisition and development of new student success analytical tools, including the Equity Gap Dashboard, and it trained faculty in student success through high-impact programs including the College of Liberal Arts Summit for Contract, Continuing, and Adjunct Faculty. Possibly most promising for a large impact is the investment in a new pre-calculus program that is being piloted fall semester 2022. The new program teaches pre-calculus in person utilizing experienced faculty, learning assistants, and a new curriculum which stresses active learning, growth mindset, and inclusion. Over 1,100 students are currently enrolled in the new Fall 2022 course.

CSU's student success initiative has garnered national attention as a model for innovative approaches for other institutions to emulate. See: "Colorado State University: Anatomy of a Student-Success Program." In The Chronicle of Higher Education, [Reimagining the Student Experience](#), August 2022, p.54.

Budget Summary:

	FY22	FY23	FY24	
BOG Funding	\$2,000,000	\$2,000,000	\$2,000,000	
<i>Total expended/encumbered</i>	<i>\$967,966</i>	<i>\$2,112,796</i>	<i>\$527,330</i>	
remaining budget	\$1,032,034	(\$112,796)	\$1,472,670	\$2,391,908

BOG Funding for Financial Aid	\$1,000,000	\$1,000,000	\$1,000,000	
<i>Total expended/encumbered</i>	<i>\$870,000</i>	<i>\$1,130,000</i>	<i>\$90,000</i>	
remaining budget	\$130,000	(\$130,000)	\$910,000	\$910,000

Total Remaining	\$3,301,908
----------------------------	--------------------

Colorado State University October 2022 Board of Governors Update Student Success

This report reflects the status of CSU BoG-funded student success activities through September 2022. It highlights work in key areas of focus; it is not a comprehensive listing of individual projects. A total of \$9M, distributed equally across 3 years was provided; \$3M of which was earmarked for Financial Aid.

Primary Goals:

1. Increase retention rates for first-year, first-time students.
2. Increase graduation rates for all students, while focusing on eliminating the equity gaps for first-generation, limited income, and racially minoritized students.
3. Collect and better utilize data to inform decision making and measure the impact of pilot projects as well as on-going programs.

Theme / Area of Focus	Highlights	Preliminary Outcomes	Total BoG Funds Allocated		
			FY22	FY23 (to date)	FY24
Financial Aid Expanded student financial support for limited income students with a focus on first-year, under-represented, and underserved students.	<ol style="list-style-type: none"> 1. High-Impact (HIP) Work Study Positions: Expand intentional work-study positions by covering required 30% department match to serve more work-study eligible students 2. Summer Bridge Scholars: Grow Bridge program to support 50 additional students to serve a total of 100 students per year. Long-term goal is to serve 400 students per year, which will allow us to serve nearly all of our lowest-income rural and urban students from partnership high schools. 3. Need-Based Summer Financial Aid: Increase summer enrollment after students' first and second years by offering more grant aid to cover at least one course for limited and low/middle-income resident students. 	<ol style="list-style-type: none"> 1. HIP Work Study: Approximately 164 high-impact work study positions were created across every college, the libraries, inclusive excellence, and international programs; incr. hourly rate to \$14.92 to better compete with off-campus jobs. 2. Summer Bridge Scholars: An additional 42 first generation, limited income, and/or racially minoritized students supported in Summer 2022; these students second fall <u>persistence rate is 96%</u> (~10% higher than those not in program) 3. Summer Financial Aid: In SM22 \$640,000 allocated to summer need-based aid. About 100 of aid recipients are part of the FA21 cohort of first-time students and <u>97% persisted to FA22.</u> 	\$870,000	\$1,130,000	\$90,000
Total expended/encumbered			\$870,000	\$1,130,000	\$90,000
Allocated			\$1,000,000	\$1,000,000	\$1,000,000
Remaining			\$ 130,000	-\$130,000	\$910,000

Theme / Area of Focus	Highlights	Preliminary Outcomes	Total BoG Funds Allocated		
			FY22	FY23 (to date)	FY24
<p>College Proposals</p> <p>Initiatives led by individual colleges, the graduate school, and the libraries to support student success and first-year retention</p>	<ol style="list-style-type: none"> ENcourage Math Program for engineering students: New 1-week summer camp for incoming engineering students focused on improving math skills with the goal to enable placement into calculus during their first year. Open Educational Resources (OER): Complementing CDHE/State Legislature grant funding and assist faculty teaching courses with high enrollment and high materials costs to use OER materials. CLA CCA Faculty Summit: A professional development conference for CCA faculty teaching in the College of Liberal Arts (CLA) focused on promoting student success. College of Business (CoB) Summer Bridge Summit College of Engineering SURE (Scott Undergraduate Research Experience) mentoring program. Create new CVMBS learning community WCNR Mountain Campus mentoring program designed for students who are first generation, racially minoritized, or Pell recipients. 	<ol style="list-style-type: none"> ENcourage: 78% of ENcourage attendees (n=130) who took precalculus were considered ready for Calculus (Math 160) compared to 55% of Engineering students who enrolled in precalculus but not did not participate in ENcourage. OER: Launching Fall 2022, targeted 8 large, lower division courses. CLA CCA Faculty Summit: 44 faculty attended the conference. They are teaching 109 distinct courses in FA22, impacting 3,275 distinct students. CoB hosted summer event for 60 first generation College of Business students SURE Doubled number of paid student hourly positions for research in engineering labs CVMBS learning community to launch Fall 2023 In progress 	\$333,110	\$907,865	\$90,000

CCAF: Continuing, Contract and Adjunct Faculty
 CLA: College of Liberal Arts
 CVMBS: College of Veterinary Medicine and Biomedical Sciences
 WCNR: Warner College of Natural Resources

<p>Equity Gap Dashboard & Database Management</p> <p>Expansion of student success data tools and analytics</p>	<p>1. Equity Gap Dashboard: CSU partnered with the California State University System to 1) implement an Equity Gap Dashboard that provides visualizations of our student success progress including graduation and persistence rates, course grade analysis, equity gaps, and leading indicators of progress towards degree with drill-down ability by certain student demographics, and 2) to train CSU faculty/staff in student success and the use of this platform through the Cal State Student Success Analytics Certificate Program.</p>	<p>1. Equity Gap Dashboard: The dashboard was implemented at the end of the 2021 calendar year. CSU divisions of IT and IR are working to make student success data more seamlessly available. Thirty CSU faculty and staff participants representing all colleges and key areas across campus participated in the Student Success Analytics Certificate Program and have been trained in the platform. Additional build-out of the platform continues.</p> <p>https://colo-state.successsdashboard.org/public/</p>	<p>\$209,000</p>	<p>\$455,788</p>	<p>134 \$216,788</p>
<p>Curricular Support and Reform</p> <p>Foundational courses and student support programs identified for additional support and reform</p>	<p>1. Precalculus Pilot: This initiative expands small-size, innovative, in-person precalculus courses with a curriculum that emphasizes active learning, inclusion, and growth mindset.</p> <p>2. Expanded Math Tutoring in Residence Halls: The Mathematics Department offers special evening math tutoring sessions led by four PSD math teachers.</p> <p>3. Expanded Learning Assistants (LAs): Building on the highly successful learning assistant program, this initiative expands LAs to large-enrollment high-DFW foundational courses in Chemistry, Biology, Physics and other areas with supplemental instruction and tutoring.</p>	<p>1. Precalculus Pilot: Currently serving 1100 students who are disproportionately more RM, FG, Pell, and SRS relative to the full CSU student population.</p> <p>2. Math Tutoring: This activity served 5371 in AY 21/22 who are disproportionately more RM, FG, Pell, and SRS relative to the full population of CSU students.</p> <p>3. LAs: The course success rate for students who attend 10+ tutoring sessions is 89%; and only 77% for those who attend no sessions. The <i>smallest</i> gains in LA-supported course success rates are for General Chemistry: +5% all students, +9% racially minoritized, +8% Pell-eligible, and +6% first-generation.</p>	<p>\$206,156</p>	<p>\$194,179</p>	<p>\$68,418</p>

DFW courses: Courses with high percentages of students who receive a grade of D, F or Withdraw
RM: Racially Minoritized
FG: First Generation
SRS: Students Recommended for Support

					135
<p>Student Support</p> <p>Initiatives in this area expanded first-year student research opportunities and investigated student support and retention strategies.</p>	<ol style="list-style-type: none"> MURALS (Multicultural Undergraduate Research Art and Leadership Symposium) Growth & First Year Academy: goal is to expand the participation of first-year students in undergraduate research. United in STEMM: This new program connects students of color with multiple and intersecting identities in science, technology, engineering, math, and medicine (STEMM) disciplines more intentionally with their academic colleges, industry partners, alumni, and professionals of color to increase persistence and graduation rates for students of color. U-Behavior: This optional Canvas Learning Management System interface engages students in operation-based learning activities correlated with positive student success outcomes. Why Students Leave: Qualitative study including 62 former student interviews to understand why undergraduate students leave CSU before graduating and what types of supports or policies CSU can implement to retain students through graduation. 	<ol style="list-style-type: none"> MURALS: launched 1st year academy which served 40 first year students matched with 3 graduate students, and 16 faculty. United in STEMM: Of the 54 first-year students served in the most recent cohort, <u>93% persisted to sophomore year.</u> U-Behavior: Preliminary outcome data show statistically significant (p<.001) improved GPA for students who opt in and use this tool (n=219). Initial data suggest racially minoritized students show a disproportionately positive increase in GPA when considering high school GPA. Why Students Leave: The study identified 3 top reasons for non-persistence: financial struggles (47% of students interviewed), negative social experiences (44%), and academic-related concerns (21%). Analysis ongoing. 	\$167,200	\$311,700	
<p>Academic Advising</p> <p>This area emphasizes identity-conscious and asset-based approaches to academic advising and guidance.</p>	<ol style="list-style-type: none"> Academic Advising and Outreach Interns: Support for graduate students to provide supplemental proactive outreach and advising assistance for first-year SRS (students recommended for support) students. 2-year Academic Success Coordinator: Additional advising support for Exploratory Studies students 	<ol style="list-style-type: none"> Academic Advising and Outreach Interns: nine graduate students will be hired, trained and supported through part-time positions beginning fall 2022. Estimated number of SRS students=880. Academic Success Coordinator was hired FY22. 	\$52,500	\$212,165	\$152,124

Student Experience and Culture Education, training, and coordination for a cohesive mental health strategy resulting in increased retention.	1. Mental Health Signage Campaign : A campus-wide marketing effort that places consistent mental health and well-being messages and resource information in restrooms and other locations throughout campus 2. Community Resilience Model (CRM) training : Trains 8 selected staff and faculty who teach and interact with first-year students to become CRM teachers. Those trained will then share CRM practices and information with first-year students.	1. Signage Campaign. To be launched fall 2022 2. Community Resilience Model Training. Extend training program FY23 and FY24.	\$0	\$31,099	
Total expended/encumbered			\$967,966	\$2,112,796	\$527,330
Allocated			\$2,000,000	\$2,000,000	\$2,000,000
Remaining			\$1,032,034	\$ -112,796	\$1,472,670

Budget Summary:

	FY22	FY23	FY24	
BOG Funding	\$2,000,000	\$2,000,000	\$2,000,000	
<i>Total expended/encumbered</i>	\$967,966	\$2,112,796	\$527,330	
remaining budget	\$1,032,034	(\$112,796)	\$1,472,670	\$2,391,908

BOG Funding for Financial Aid	\$1,000,000	\$1,000,000	\$1,000,000	
<i>Total expended/encumbered</i>	\$870,000	\$1,130,000	\$90,000	
remaining budget	\$130,000	(\$130,000)	\$910,000	\$910,000

Total Remaining	\$3,301,908
------------------------	--------------------

Board of Governors of the Colorado State University System
October 2022
Report Item

REPORT ITEM:

CSU Pueblo Student Success and Equity Initiatives Report. Report Item. No action necessary.

EXPLANATION:

Presented by Dr. Chad Kinney, Interim Provost and Vice President for Academic Affairs.

INTRODUCTION: The report summarizes major actions taken during the 2021-2022 academic year focused on improved student success and close equity gaps.

- Successful Hire - Inaugural Dean of Undergraduate Studies and Student Success
- Maturing of Tutoring Services – Single sign on for students and expanded coverage
- Expansion of Embedded Tutors and Peer Supplemental Instruction
- Back on Track Courses become Student Accelerated Classes
- Discovery Scholars successfully piloted with 77 students

Tutoring and Supplemental Instruction

With new leadership, the Supplemental Instruction Initiative has been redesigned for smoother implementation and more efficacy. Current courses being served are MATH 096, MATH 101, MATH 120, MATH 156, MATH 220, ENG 101, ENG 102, CHEM 111, CHEM 121, CHEM 122, ECON 202, and HIST 201. We continue to access funds from La Gente (Title V Dept. of Ed Grant) and BOG Equity Initiatives to pinpoint courses in need of intrusive student support. Our tutoring platform (WC Online) is utilized by all campus tutoring centers, with students accessing support through a single sign on (SSO) access for students from the PAWS portal. The approach provides more secure access for students, and stronger consistency across campus with tutoring support delivery. Below is a faculty testimonial for supplemental instruction.

The Director of Tutoring effected a Gap Analysis which consisted of mapping out existing tutoring support, and meeting with relevant Deans and Chairs that did not have content tutoring in place. This analysis identified key courses and programs that would benefit from additional support. The Director worked with relevant tutor coordinators to expand support, and has also developed strategies with departments to support creation of expanded tutoring. The following provides a breakdown of expanded tutoring support that has resulted from the Gap Analysis and a faculty testimonial

Fall 2021 Expanded Tutoring Support: Restart of the Engineering, Civil Engineering Technology and Construction Management Tutoring Center, expanded tutoring support for the Nursing School, creation of new tutoring support for high-need Exercise Science and Health Promotion, Health Science and Athletic Training courses and creation of music tutoring support for high-need Music Theory and Aural Skills classes.

Spring 2022: Launch of the new CHASS Learning Center (previously Gen Ed Tutoring Center), and launch of the World Language Tutoring Center to support all levels of World Language tutoring.

With funding support from the Board of Governor's Equity Initiatives and La Gente (Title V Department of Education Grant), we have launched expanded tutoring, supplemental instruction, and embedded recitation support. Through utilizing Institutional Research data, we have pinpointed key gatekeeper classes to pilot enhanced support. Supplemental Instruction is currently being implemented in MATH 096, MATH 101, MATH 120, MATH 156, MATH 220, ENG 101, ENG 102 and CHEM 121. Expanded recitation support is currently being implemented in BIO 182 and CHEM 122. Additionally, funding has been leveraged to increase tutoring coverage for programs not previously covered, including Civil Engineering Technology (CET) and Construction Management courses. Fourteen students are employed via the expanded tutoring, supplemental instruction and embedded recitation funding.

Discovery Scholars Program

Discovery Scholars program launched in the Fall 2021 semester. The program funds and supports first year students to work with engaged faculty members in scholarly opportunities (research and creative activities) within their discipline. For their participation, students are provided a small monthly stipend, with their deliverable of a research poster presented at the Spring Student Research Symposium on Friday, April 8th. Faculty mentors are also supported with a stipend for their effort, with funding also available for research support and supplies. Discovery Scholars engaged 77 students (25 students from STEM, 14 students from CHEN and 38 students from CHASS). Discovery Scholars engaged 17 faculty members as research mentors (7 faculty from STEM, 3 faculty from CHEN and 7 faculty from CHASS). All students successfully presented their research and creative work at the Spring Symposium on Friday, April 8th. While the focus of the Discovery Scholars program is new students to the University, students at other levels were accepted into the program in the inaugural year. Of the participating students 77% of these students were retained, persisted, or graduate. Many students have been accepted to join other research programs, and many other students will continue as leaders in Year 2 implementation of Discovery Scholars. Additionally, at least six new faculty mentors have joined Discovery Scholars for Year 2.

Budget Details (BOG Equity Initiatives Funding Usage)

Expenditures to Date:

Administrative

Personnel	\$102,842.29	
Printing/Copying	\$465.94	Total 103,308.23

Discovery Scholars

Faculty Mentors	\$58,609.15	
Student Researchers	\$115,831.66	
Supplies	\$7,116.22	Total \$181,607.83

Center for Teaching Learning and Leadership

Faculty	\$41,271.67	
Dee Fink & Assoc. Development	\$35,366.00	
Stipends for ACUE Course dev.	\$5,380.50	
Back on Track (altered to) <i>Success Acceleration Course</i>	\$31,499.30	Total \$113,517.47

Tutoring and Success

34 tutors at various rates	\$25,212.50	Total \$25,212.50
----------------------------	-------------	-------------------

Please note that tutoring has grown dramatically this academic year. CSU Pueblo is experiencing usage of tutoring services at a rate that far out paces last academic year. As a result we do expect tutoring expenses to increase substantial for the current academic year (next page).

Grand Total to Date: \$423,646.03

Projected Expenses for 2022-2023

Administrative

Personnel	\$110,000.00	
Printing/Copying	\$1,000.00	Total \$111,000.00

Discovery Scholars

25 faculty mentors @3K per stipend	\$75,000.00	
125 students @1400 for 8 months (\$200/month)	\$175,000.00	
Supplies for 25 faculty mentor projects @\$1,000/year	\$25,000.00	Total \$275,000.00

Expanded Tutoring

40 tutors in various roles @ \$4,800 per tutor	\$192,000.00	
4 faculty tutor coordinators @2,000 per semester	\$16,000.00	Total \$208,000.00

Center for Teaching Learning and Leadership

Success Acceleration Class	\$187,410.00	
Student Partnerships for Inclusive Practice and Success	\$24,000.00	
DEI Micro Credential Stipends	\$25,000.00	
Stipends for ACUE Course development	\$7,500.00	Total \$243,910.00

Grand Total Expected for 2022-23: \$837,910.00

Center for Teaching and Learning Activities
Back on Track → Success Acceleration Class

The Back on Track program was originally designed to employ Extended Studies instructors as course developers then enroll struggling students into the courses through Extended Studies. This plan was revised and now creates “off the books” blackboard courses that run a minimum of 8 weeks. It was renamed from “Back on Track” to “Success Acceleration Class” to shift from a deficit-based connotation of students’ ability to achieve academic success. Nine courses were piloted with 88 students participating. Residential Instruction faculty that teach the courses receive additional funding to develop the courses. The CTL Director provides professional learning to create courses grounded in evidence-based Instructional Design, Teaching, and Assessment. Professional learning also includes methods to create inclusive learning spaces and practices for teaching academic support classes. Each passing student represents a student who almost certainly would have failed their course. 88 students participated with 61% earning a grade of A, B, or C. Because the students who fail are at significantly higher risk of attrition, the impact can’t be understated (Table 1).

Overall, each course met the overarching goal of providing a method for students in courses with high DFW rates the opportunity to start fresh in a late start class leading to greater rates of student success (Figure 1). We believe that students who struggle academically require a holistic approach to success. The program connects students with assistance for food insecurity, housing, financial aid, and employment.

Table 1: Student Persistence and Retention to Date

SAC Course Term	Spring 2022 Re-Enrollment	Fall 2022 Re-Enrollment
Fall 2021	65.9%	45.5%
Spring 2022	NA	70.5%

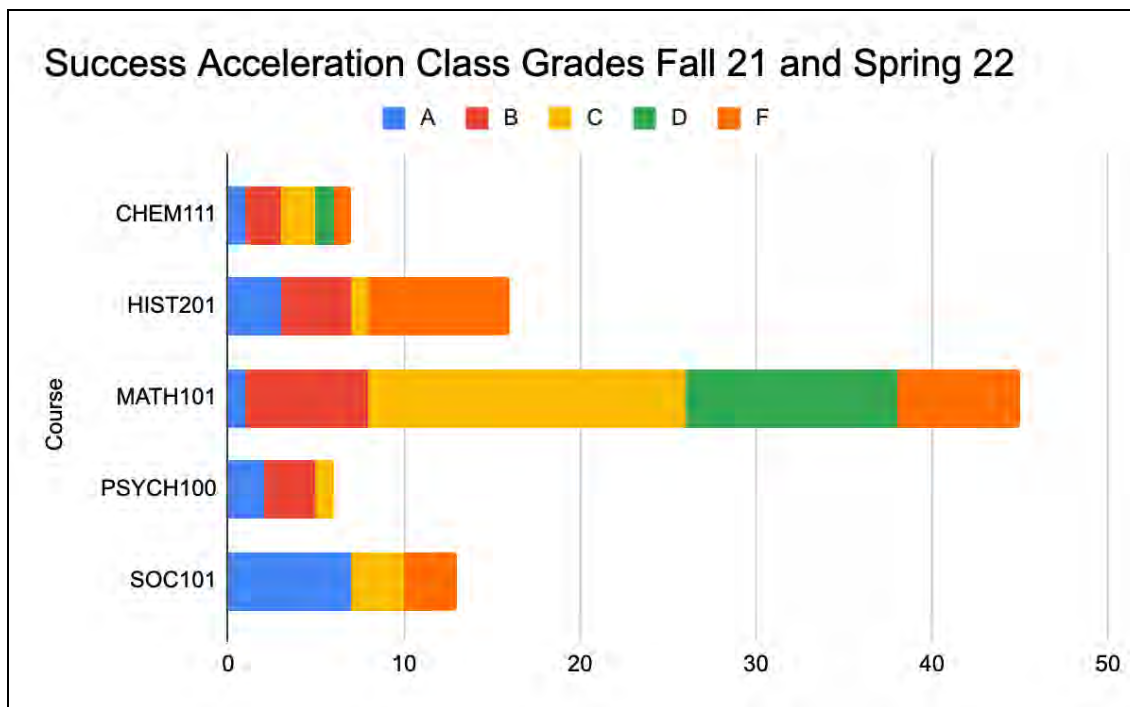


Figure 1. SAC grade distribution for fall 21 and spring 22. *Each of the passing students represents a student who almost certainly would have failed their course. Because the students who fail are at significantly higher risk of attrition, the impact can't be understated.* ~ Corey Shilling Institutional Research & Analysis

Spring 23 Success Acceleration Classes – Enrollment Opens 10/10/22

Courses will include HIST110, HIST111, HIST201, and SOC101. The Mentoring, Access and Platforms in STEM (MAPS) grant staff now administers all STEM Success Acceleration courses.

Professional Learning Activities

The CTL Director provided 132 instances of 1:1 support to faculty at their request (Figure 2). The majority of the work focused on assisting with immediate issues instructors encountered in Blackboard. Additional work to support Blackboard included the Nursing program's portfolio redesign, creating assignments and assessments, and cleaning up courses that have been copied multiple times to eliminate duplicate content that causes issues with the grade center. The blackboard work has been essential in assisting CSU Pueblo with their alignment to the CSU System platform.

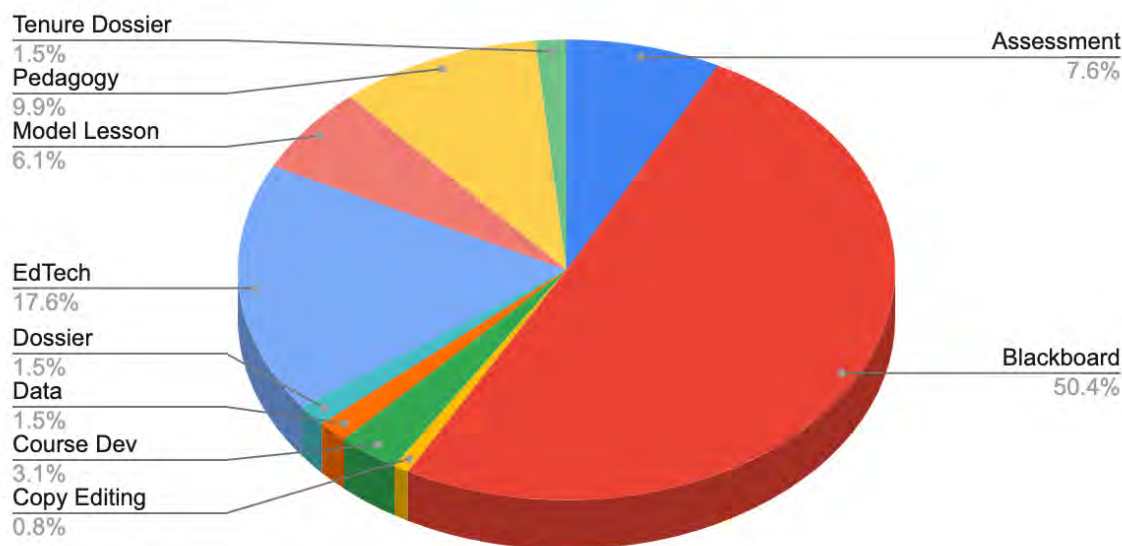


Figure 2. AY 2021-2022 CTL Faculty 1:1 Coaching and Troubleshooting Topics

Professional Learning Activities - Levels and Types of Participation

The Center coordinated and developed 14 professional learning activities (Figure 3) that were attended by a total of 279 instructors of all ranks. Of the 279 participants, 67 attended micro credential courses and 212 attended Convocation and Faculty Academy workshops. Each of the workshops was created and facilitated by individual or teams of CTL Faculty Fellows.

*“As a dean, I felt it was **important for me to take part** in these discussions **and to hear how faculty** across the university engage with the strategies and ideas presented. I also **picked up some new ideas on my own teaching**, like incorporating more effective ways to get students to participate and engage that can help them succeed in the class. It was **refreshing to interact** with faculty colleagues **and to be open and honest about areas of teaching that we can all improve** – and to have an opportunity to share a variety of ideas to better support our students. **I hope I’m able to continue participating in these events in the future!**” ~ Leticia Steffen, Dean of College of Humanities, Arts & Social Sciences*

An examination the DFW rates of the 93 instructors who attended CTL sessions *and* who taught courses in Fall 2021 and Spring 2022 reveals a possible positive relationship. Using Fall 2021 semester as the “before” intervention and the Spring 2022 semester as “after” intervention (earlier data isn’t available in the ODS so we were limited) we applied a Chi-squared test to check the significance of the difference. The results:

“Before” CTL: 17.1% DFW Rate

“After” CTL: 13.7% DFW Rate

Significance: $p = 0.0000001$

In other words, the intervention (attending CTL) appears to have had a significant impact on the course outcomes for participating teachers. We believe the CTL had a significant effect on the outcomes.

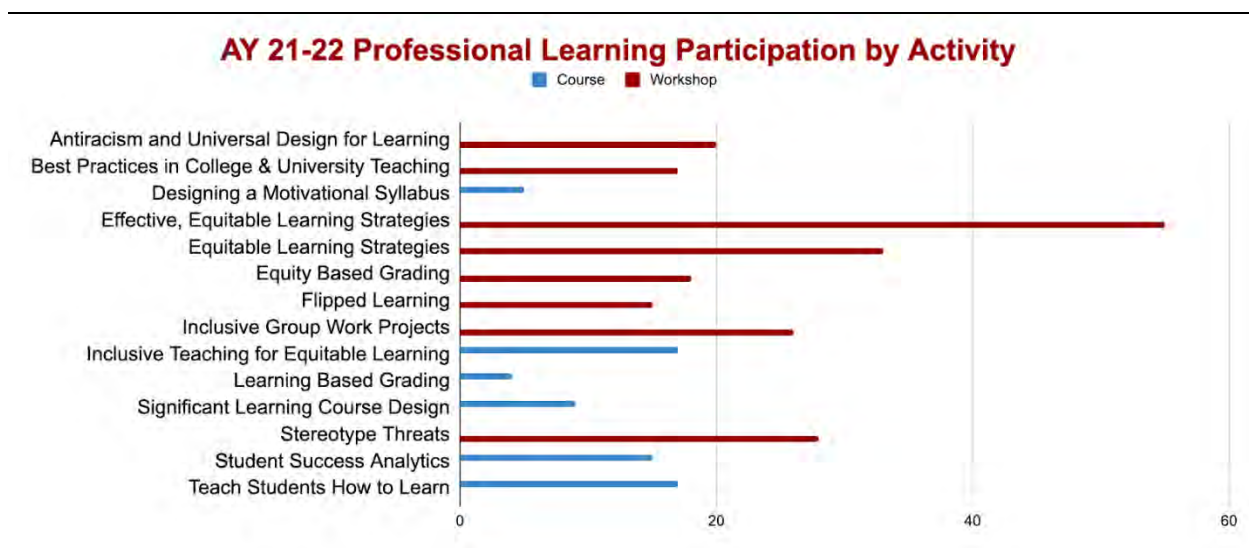


Figure 3. AY 2022-2023 Professional Learning Activities



Closing the Equity Gap

2021-2022 Summary

During the 2021-2022 academic year, key efforts of CSU Global in closing the equity gap included:

1. Complete reorganization of our student success office. This included hiring a new director, increasing the number of student success counselors (i.e., advisors), and monitoring ongoing performance data.
2. Staff training - 6-week training certification for all student success counselors and implementation of the “appreciative advising” model in which counselors use positive, active, listening, and questioning strategies with students to build trust and rapport and co-construct plans to successfully complete academic goals.
3. Establishing an outreach team to engage and work with students who took courses from CSU Global and stopped out. This team had minimal success and has been transitioned into the student success team.
4. Hiring a Director of Student Retention who is focused on driving the development and execution of university-wide re-engagement, retention, and completion strategies as well as University equity and inclusion goals.
5. Evaluating the effectiveness of our existing student advising software and exploring alternatives.
6. Completing extensive outreach plans to students who have withdrawn or stopped out.
7. Initiated a “Week Four” course review each term to check on student grades and progress and reach out to students who may be at risk.
8. Holding a focus group with our Student Advisory Council to obtain feedback on course design and student resources.

2022 - 2023 Plans

For the current 2022-2023 academic year, CSU Global has delineated a key operational goal to improve the course-level success rate of undergraduate URM (underrepresented minority) students by 1% from a benchmark of 81.8%. Course level success is an integral component throughout our four themes of preparation and access, admission and enrollment, quality of completion, and resource engagement.

To achieve this goal and increase overall student persistence, retention, and success, we have implemented the following action plan for AY 2022-2023:

1. Completed a focus group of CSU Global URM students to gather information about their experiences at the university and identify specific challenges and needs associated with successful completion of courses leading to degree achievement.

The focus group participants were identified and invitations to participate sent to students. Discussions were completed in Q1 and feedback from students identified:

- Appreciation for our positive and supportive enrollment process and enrollment counselors
- Lack of awareness about the full breadth of CSU Global academic resources available to students
- Importance of suitable time management strategies, especially in a student's first few academic terms

Feedback received from the focus group provided valued insights and we are assessing it for potential improvements. We plan to conduct additional focus groups again in the spring of 2023 to follow up and assess impact and improvement to the student experience.

2. Have implemented a range of projects to support student-identified challenges and develop resources that are readily accessible and available to students:

- Launched a revised and updated new student orientation platform on our student portal with short videos that can be easily accessed 24/7 by topic and have visual, audio, and printed guides to provide just-in-time support to students.
- Developed a student communication plan that connects students to various academic resources and support at regular intervals throughout the year. This includes information regarding library services (24/7 access to a librarian chat service, personalized appointments with librarian, guides to using the library/research/databases), writing center (drop box, writing coaches, guides to writing templates and APA), tutoring services (24/7 and scheduled appointments), career center and coaching (resume writing/review, career coaches, internships).
- Completed in-depth analysis of all SmarterMeasure factors (SmarterMeasure is a learning readiness assessment for online learning that is given to students). Each individual factor analysis was reviewed and resources with links developed to share with and support students across every factor. A special emphasis was on time management issues. This resource guide is being integrated into a new page on our student portal for 24/7 access. In addition, we will be putting in a scheduled communication plan to share links with students on a regular basis.

We plan to monitor usage rates across each of these areas and survey students to determine the efficacy of the resources and inform revisions.

3. Completing a review of all scholarship and grant opportunities with the Student Finance team including a plan to award all funds and increase communication to students about opportunities for funds.

Ongoing efforts will proceed throughout the year to develop additional resources (i.e., videos, guides, links) and communication with students. Participation by URM students will be reviewed and additional action items created as determined.

4. Launching an effort (for Q2 and Q3) for implementing a new student degree planning tool to improve time management and planning for students.

A key component to student persistence is the ongoing monitoring of student registrations and progress to goal (degree/certificate completion) by student success counselors and students alike. We want to develop a tool that can readily and easily be accessed by student success counselors and students to show progress to completion by credit hour and term. As we have recently opened up registration for the entire academic year as opposed to just the upcoming trimester, this will be a key time management and planning tool. To date, we do not have a tool that has full capacity for this.

5. Reviewing (in Q2) CSU Global admission processes and communication templates.

The University's admissions process and communications should be clear, equitable, and ensure that students have access to and understand the University's processes, policies, and academic expectations. A lack of knowledge regarding these critical areas can impact course-level success as well as persistence and retention issues.

6. Revising (ongoing effort through the year) student experience communication plan to promote academic, personal, and professional resources.

A review of student communications found that students were receiving emails that were not succinct, actionable, and clear. As a result, we implemented a student life cycle communication project last year. This is an ongoing project across all departments of the University headed by the Director of Student Experience. Integral to student success is effective communication with the University and ensuring that students receive information about important resources and support. This activity supports all areas of our ongoing commitment to closing the equity gap.

Funding

CSU Global is internally funding our efforts through operating funds - no specific Board of Governor funding was requested or provided. For 2021-2022, CSU Global allocated \$100,000 of operating funds support efforts. Funds were used in the revamping of the student success team, training, and the creation of the new retention role. Ongoing CSU Global operating funds are being used to support initiatives and personnel for all actions for 2022-2023.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Graduate Certificates

RECOMMENDED ACTION:

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

Graduate Certificate in Aerospace: Satellites, Radars and Remote Sensing

Graduate Certificate in Arts Management

Graduate Certificate in Hydraulic Design

EXPLANATION:

Presented by Janice Nerger, Interim Provost

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.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

Graduate Certificates:

Walter Scott, Jr. College of Engineering

Graduate Certificate in Aerospace: Satellites, Radars and Remote Sensing – 9 credits

The Graduate Certificate in Aerospace: Satellites, Radars and Remote Sensing provides an introduction to aerospace engineering disciplines, including satellites, radars and remote sensing. A graduate certificate requires completion of 9 credits of 500-level and above graduate work. Students may apply for and complete just the certificate or may apply for both the certificate and a degree program. This allows students to start with the certificate and continue to a more advanced degree.

Graduate Certificate in Hydraulic Design – 9 credits

This certificate will give students an introduction to applied hydraulic design concepts and practices with this three-course series that instills the key core competencies and skills needed to practice as a hydraulic engineer. Students learn how, and why, to apply aspects of hydraulic structures. This certificate program prepares engineers or other professionals in the water, energy, or environmental resources to lead hydraulic design projects from concept creation to implementation. Whenever water must be managed, moved or stored, some form of hydraulic design is required to facilitate these processes.

College of Liberal Arts

Graduate Certificate in Arts Management – 12 credits

The Graduate Certificate in Arts Management provides post-baccalaureate students and professionals from a variety of arts disciplines with specialized training in the field of arts management, administration and creative economies. This program trains students to be arts leaders in policy, advocacy, engagement and theory within community arts sectors at the national, state and local levels.



Request for approval of a new graduate certificate - Digital Health Technology

Program Title: Digital Health Technology (DHT)

Degree Type: Graduate Certificate

STEM: No

Recommended CIP Code: 51.0701

Overview

Emerging technologies are impacting Healthcare Administration and Health Informatics. There is an increasing need for competent, educated Digital Health professionals with core competencies in these evolving technologies. Topics covered in the proposed certificate include Artificial Intelligence (AI), Robotics, Cloud Computing, Data Analysis, Health Information (HI) Systems and Design, Applied Informatics, Block Chain, Data Security, Project Management, Electronic/mobile Health, and others.

The **Graduate Certificate in Digital Health Technology** prepares students for understanding the expanding role of digital health technology in national and global health systems. Digital health technologies utilize computing platforms, connectivity, software, devices, and sensors for health care and related exchanges of medical information. These technologies span a wide range of interfaces, from device applications to support general wellness management to applications used on medical devices. Students will analyze trends in digital health technology, applications, challenges, and opportunities for healthcare organizations preparing to move into the future of digital healthcare.

Certificate Learning Outcomes

Graduates of the CSU Global Graduate Digital Health Technology Certificate will be able to:

1. Evaluate the drivers of digital health technology with a variety of perspectives.
 2. Determine the challenges and barriers encountered when adopting digital and health information system technologies.
 3. Evaluate the different types of data analytics used to support clinical and organizational decision-making.
 4. Critique the use of emerging technologies to increase access to medical care for underserved populations.
 5. Compare the leadership strategies needed to achieve goals established by regulations and standards.
 6. Investigate the benefits and risks of Artificial Intelligence (AI) used in healthcare analytics.
-

Fit with Institutional Mission

CSU Global Mission: Colorado State University Global is committed to advancing student academic and professional success in a global society, by providing access to dynamic education characterized by excellence, innovative delivery technologies, industry relevance, and strong stakeholder engagement.

CSU Global is a leader in online education known for delivering high-quality, workplace-relevant programs and providing students with close interaction with faculty. It is focused on supporting the modern learner who is looking for an affordable, online opportunity that offers flexibility.

CSU Global offers the following programs in healthcare and related technology disciplines:

- Bachelor's degree in Healthcare Management and Administration
- Bachelor's degree in Management Information Systems & Business Analytics
- Graduate degree in Healthcare Administration
- Graduate degree in Data Analytics
- Graduate specialization in Population Health
- Graduate degree in Information Technology Management

For the 2021-2022 academic year, CSU Global has 888 active graduate students in the Master of Healthcare Administration (MHA) program and 647 undergraduate students in the Bachelor of Science in Healthcare Administration (BSHAM) program. The MHA program has had 2,105 graduates from 2010 to 2021. While the MHA is one of CSU Global's largest master's programs, it does not have an industry-specific certificate option.

Market Demand - Evidence of Need

Since the onset of the COVID pandemic, healthcare has witnessed an increase in the need for employees knowledgeable in digital technologies to provide services and processes to patients in a variety of new modalities. Examples of areas where Digital Health Technology has expanded include patient portals, automated appointment reminder systems, digital patient check-in, telehealth, telemedicine, and online bill payment.

The use of artificial intelligence in healthcare is forecast to reach nearly \$8 billion by 2022. This has grown at a CAGR of 52.7% from \$667 million in 2016. The growth is driven by the increased usage of big data in the healthcare industry, the ability of AI to improve patient outcomes, the imbalance between health workforce and patients, reducing the healthcare costs, the growing importance on precision medicine, cross-industry partnerships, and a significant increase in venture capital investments in AI in the healthcare domain.

About 34,300 openings for medical records and health information specialists are projected each year, on average, over the next decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations, exit the labor force (e.g., retire), or reflect the growth of healthcare to support an aging population. The U.S. Bureau of Labor Statistics predicts a 13% increase in employment opportunities.

Recently, there were over 170,000 U.S. jobs posted under “healthcare technology” on Indeed.com. Healthcare Information positions include:

- Health Informatics Specialist
- Health Informatics Consultant
- Clinical Informatics Specialist
- Informatics Pharmacist
- Public Health Informatics
- Nurse Informaticist Informatics Manager
- Chief Medical Information Officer
- Informatics Director

Medical records and health information specialists typically need a postsecondary certificate to enter the occupation, although some qualify with a high school diploma. Others need an associate’s or higher degree. Regardless, certification is often required. For those that are prepared, the potential salary (according to Payscale) is good:

- The average salary for a Health Informatics Specialist is \$62,655 per year, with an average reported salary of \$41,000 to \$95,000 per year.
- The average salary for a clinical informatics specialist is \$76,818 per year, with a reported salary range from \$52,000 to \$107,000 per year.
- The average salary for a clinical informatics manager is \$90,261 per year, with a reported salary range of \$62,000 to \$128,000 per year.

Enrollment Projections

Year	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	
Academic Year	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
Headcount	0	25	70	100	125	130	450
Graduates	0	0	20	50	80	100	250
Student Credit Hour	0	150	420	600	750	780	2,700

Admission Requirements

Admission criteria for students for the Master’s Digital Health Technology Certificate will include:

- Bachelor’s degree from an accredited institution
- Cumulative undergraduate GPA of 3.00 or higher

Related program-focused Academic Opportunities on the other CSU Campuses

A Digital Health Technology degree or certificate opportunity is not offered by any of the CSU locations – CSU Fort Collins, CSU Pueblo, or CSU Online.

Online Competitive Environment and other Colorado Schools

The cost of our CSU Global certificate program will be \$6000. Other online programs include:

School with related certificate programs	Type	Credit Hours	Cost	Graduates (IDEDS data - Medical Informatics Certificate)
University of South Florida	Online	12	\$10,884 Total	82 graduates for 2019-2020
Temple University	Online	12	\$12,000 Total	15 graduates for 2019-2020
Regis University, Denver	Online - HCI	12	\$8,940 plus fees	7 graduates for 2019-2020
University of New England	Online	12	\$9,000 Total	9 graduates for 2019-2020
University of Massachusetts Lowell	Online	12	\$6,900 Total	No data
University of Denver	Online – Health Data and Analytics	12 (4) or 18 (6)	\$11,904 \$17,856	No data

A graduate certificate in Digital Healthcare Technology is not offered by other Colorado schools.

Faculty and Staff Resources – Current and Required

The current Healthcare Management Program Director will assume coordination and administrative management of the Digital Health Technology Certificate. No additional faculty are needed. We currently have sufficient coverage of both the BSHAM and MHA programs and have absorbed additional NUR faculty. Our HCM programs have several qualified, content expert adjunct faculty for development and teaching certificate courses.

Other Resources – Library, Facilities, Equipment – Current and Required

The program will be delivered online in an asynchronous format. Current student resources (library, Writing Center, career planning, tutoring, disability services) are well suited to support the Digital Health Technology Certificate. No other equipment or resources are needed.

NOTE: Given the DHT master's certificate is at the same academic level and in the same focused area as the existing MHA CSU Global degree, the Higher Learning Commission (HLC) approval is not indicated for this certificate.

Budget Projections

Year	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	
Academic Year	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
Headcount	0	25	70	100	125	130	450
Graduates	0	0	20	50	80	100	250
Student Credit Hour	0	150	420	600	750	780	2,700
Revenue							
Tuition	\$0	\$67,500	\$189,000	\$270,000	\$337,500	\$351,000	\$1,215,000
Total Revenue	\$0	\$67,500	\$189,000	\$270,000	\$337,500	\$351,000	\$1,215,000
Direct Expenses							
Curriculum Development	\$19,000	\$0	\$3,500	\$3,500	\$3,500	\$3,500	\$33,000
Instructional Costs	\$0	\$13,500	\$37,800	\$54,000	\$67,500	\$70,200	\$243,000
Total Direct Expenses	\$19,000	\$13,500	\$41,300	\$57,500	\$71,000	\$73,700	\$276,000
Net Revenue	(\$19,000)	\$54,000	\$147,700	\$212,500	\$266,500	\$277,300	\$939,000

General Timeline

The following timeline is planned:

- **Sept 2022:** Seek CSU Global Curriculum Committee recommendation for the program
- **Sept 2022:** Seek CSU Global Governance Council approval of the program
- **Oct 2022:** Seek CSU Board of Governor's approval of the program
- **Nov 2022:** Notification to Colorado Department of Higher Education
- **Jan-June 2022:** Course development, marketing plans, communication message
- **July 2023:** Launch of the certificate

Curriculum

Certificate Description: The Graduate Certificate in Digital Health Technology prepares students for understanding the expanding role of digital health technology in national and global health systems. Digital health technologies utilize computing platforms, connectivity, software, devices, and sensors for health care and related exchanges of medical information. These technologies span a wide range of interfaces, from device applications to support general wellness management to applications used on medical devices. Students will analyze trends in digital health technology, applications, challenges, and opportunities for healthcare organizations preparing to move into the future of digital healthcare.

The program is 12 credit hours and consists of four (4) courses:

1. **DHT506.** Technology and Health Informatics, 3 credits
2. **HCM570.** Health Information Systems, 3 credits
3. **HCM555.** Health Informatics and Population Health Analytics, 3 credits
4. **DHT510.** Emerging Technologies and the Future of Health Innovation, 3 credits

Course Details

DHT506. Technology and Health Informatics (*revision of the current NUR506 course*)

In this course, students are provided with an extensive overview of healthcare technology and informatics. Course emphasis is on the integration of medical technology and information

science in professional practice. Practice knowledge of healthcare technology and informatics will serve as the foundation on which to build new knowledge regarding technology systems, evidence-based practice, education, and communication in healthcare settings.

1. Compare different technology management strategies.
2. Discuss the impact of technology on clinical decision making.
3. Synthesize the correlation between informatics and patient care outcomes.
4. Identify effective telemedicine practices.
5. Evaluate remote device's impact on provider and patient satisfaction.

HCM570 Health Information Systems (*Current MHA course*)

Students will examine core knowledge and skills needed to oversee the information technology and informatics in a healthcare environment. Topics include how to identify and solve organizational problems affecting the design, implementation, and use of health information management systems and data throughout the enterprise. Students analyze the functions and interoperability of various systems including regulatory requirements, how to assure the confidentiality of patient information, and recent trends in the changing healthcare landscape.

1. Examine how healthcare information management systems are used in a healthcare setting.
2. Explain the role, responsibilities, and challenges of leadership in implementing effective healthcare information systems.
3. Analyze information technology challenges and opportunities currently facing healthcare.
4. Explain challenges related to patient information protection, privacy, and confidentiality and the impact of regulations on healthcare information management systems.
5. Assess how new trends in healthcare information management technology will improve healthcare patient outcomes and improve organizational performance.

HCM555 Health Informatics and Population Health Analytics (*Revision of current MHA, Population Health Specialization course*)

Students will explore strategies to gather patient information and new forms of data to be used to measure healthcare delivery, improve patient outcomes, and provide a foundation for public health surveillance. In this course, participants explore the value proposition for "clinical intelligence" and the role of analytics in supporting a data-driven, learning healthcare system. Students evaluate the use of health information in the context of population health informatics. The goal is to understand data gathering that results in knowledge that results in an exchange of data that supports population health surveillance through statistical and visual analytics.

1. Appraise contemporary information science theories and methods toward the generation, management, and sharing of biomedical data.
2. Evaluate the approach in which data, information, and knowledge are generated.
3. Critique key issues in healthcare informatics as applied to analysis of population health.
4. Distinguish how informatics is utilized to address population health needs across diverse settings, from individual patients to universal public health issues.

DHT510 Emerging Technologies and the Future of Health Innovation (*New Course development*)

In this course students examine the capabilities of Telehealth and how technology can expand access to healthcare for underserved populations. Topics include Artificial Intelligence (AI), Robotics, Cloud computing, Data Analysis, Health Information (HI) systems and design, Applied Informatics, Block Chain, Data Security, Project Management, electronic/mobile Health, and others. Additional topics include mobile technologies, wearables, and patient-centered health care.

1. Appraise the value of remote monitoring to support patient care.
2. Examine multidisciplinary team collaboration to improve health information technology implementation success.
3. Evaluate the role of technology in assisting healthcare organizations to achieve healthcare outcomes.
4. Analyze the value of patient empowerment with mHealth (mobile health) through self-monitoring and remote care.
5. Examine behavioral and population health improvements with emerging technologies.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Approval of Degree Candidates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees during the 2022-2023 Academic Year.

EXPLANATION:

Presented by Janice Neger, Interim Provost

The Faculty Council of Colorado State University recommends the conferral of degrees on those candidates who satisfy their requirements during the 2022-2023 Academic Year. The Registrar's Office will process the applications for graduation; only those individuals who complete all requirements will receive degrees.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Approval of Degree Candidates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees during the 2022-2023 Academic Year.

EXPLANATION:

Presented by Chad Kinney, Interim Provost and Executive Vice President for Academic Affairs.

The Faculty Senate of Colorado State University Pueblo recommends the conferral of degrees on those candidates who satisfy all their requirements during the 2022-2023 Academic Year. The Registrar's Office at CSU Pueblo will process the applications for graduation; only those individuals who have completed all requirements in a satisfactory manner will receive their degree.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Approval of Degree and Certificate Candidates for CSU Global

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees and certificates to those CSU Global candidates fulfilling the requirement for their respective programs during the 2022-2023 Academic Year.

EXPLANATION:

Presented by Paul Savory, Provost

CSU Global recommends the conferral of degrees and certificates on those candidates who satisfy their program requirements during the 2022-2023 Academic Year. The CSU Global Registrar's Office will ensure that only those individuals who satisfactorily complete all program requirements will be conferred with a degree or certificate.

Board of Governors of the Colorado State University System
 Meeting: October 6, 2022
 Consent Item

MATTERS FOR ACTION:

Program Review Schedule

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the 2022-2023 program review schedule.

EXPLANATION:

Presented by Janice Nerger, Interim Provost

In accordance with University policy, as approved by the Board of Governors, every Department or instructional unit must undergo a periodic program review. The following academic program review schedule is submitted for your approval:

College of Veterinary Medicine and Biomedical Sciences	Biomedical Sciences (1680) Clinical Sciences (1678) College Wide Interdepartmental Programs (1601) Environmental and Radiological Health Sciences (1681) Microbiology, Immunology & Pathology (1682)
Special Academic Units	Cell and Molecular Biology (1674) Ecology (1021) Molecular, Cellular and Integrative Neurosciences (1675) School of Advanced Materials Discovery (1054)
College of Natural Sciences	Biochemistry and Molecular Biology (1870) College Wide Interdepartmental Programs (1801) Physics (1875)
Warner College of Natural Resources	Geosciences Human Dimensions of Natural Resources Fish Wildlife & Conservation Biology

Section 8

*Real Estate and Facilities
Committee*

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
October 6, 2022**

Committee Chair: Kenzo Kawanabe (Chair), Nate Easley (Vice Chair)

Assigned Staff: Jason Johnson, General Counsel, Ajay Menon, CSU Research Foundation

EXECUTIVE SESSION

1. Use of Land Endowment Income (30 min)
2. Proposed Sale of 48 Acre Parcel West of CSU Pueblo

OPEN SESSION

- | | |
|--|----------------------|
| 1. Program Plan Veterinary Teaching Hospital Renovations | Action Item (15 min) |
| 2. Updated 2 Year Cash List | Action Item (10 min) |

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 6-7, 2022
Action Item**

MATTER FOR ACTION:

Approval of the Colorado State University Program Plan for the Veterinary Health Complex.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System approves the Program Plan for the Veterinary Health Complex.

EXPLANATION:

Presented by Brendan Hanlon, Vice President for University Operations.

Colorado State University is requesting approval of the program plan for the Veterinary Health Complex. Phase 1 of the project will deconstruct the existing equine and livestock barns and construct a replacement 15,000gsf livestock facility attached to the Johnson Family Equine Hospital. This will clear the way for a three-story, 200,000gsf addition to the east side of the James L. Voss Veterinary Teaching Hospital (VTH). The addition will accommodate a primary care veterinary clinic (PCC) and veterinary education center (VEC). In Phase 2 approximately 112,000gsf in the existing hospital will be renovated to accommodate an animal specialty care hospital (ASH). This will alleviate approximately \$37M in deferred maintenance at the VTH, as reported in the May 2022 Physical Plant report.

The goals are to support a new veterinary curriculum, to house all four years of the Doctor of Veterinary Medicine (DVM) program on South Campus, to increase the DVM class size by 30 students and to provide improved clinical training with hands-on experience.

The project design team and general contractor have worked over the past year to solidify the floor plans and to develop a cost estimate. The estimated budget range for the entire project is \$278M-\$280M. Funding is anticipated to be from increased tuition revenue, bonds, donors and university resources.

Once necessary approvals and funding are in place it is estimated that phase 1 will take approximately 3 ½ years to complete. Phase 2 renovation of the existing VTH is expected to take another 2 years to complete.

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.

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 6-7, 2022
Action Item**

SUMMARY OF PROGRAM PLAN FOR THE VETERINARY HEALTH COMPLEX

The College of Veterinary Medicine and Biomedical Sciences (CVMBS) ranks among the top three schools in the US based upon excellence in teaching, service, and research across the biomedical science and veterinary professional landscape. CVMBS recently received full re-accreditation from the American Veterinary Medical Association (AVMA) Council on Education. A detailed self-study prepared by the CVMBS leadership team identified program limitations that included aging facilities, spatial separation of students across two campus sites, and a strong but increasingly outdated curriculum structure. The Veterinary Health Complex (VHC) addresses all of these limitations through new and renovated facilities that allow one educational hub for all DVM students, as well as realization of a new curriculum. A dedicated clinical research component of the VHC will ensure that the CVMBS retains strong leadership in health care innovation.

Phase 1 of the project will deconstruct the existing equine and livestock barns and construct a replacement 15,000gsf livestock facility attached to the Johnson Family Equine Hospital. This will clear the way for a three-story, 200,000gsf addition to the east side of the James L. Voss Veterinary Teaching Hospital (VTH). The addition will accommodate a primary care veterinary clinic (PCC) and veterinary education center (VEC). In Phase 2 approximately 112,000gsf in the existing hospital will be renovated to accommodate an animal specialty care hospital (ASH). This will alleviate approximately \$37M in deferred maintenance at the VTH.

The CSU DVM class is composed of approximately 140 students/yr in Fort Collins and 14 students within the 2+2 collaborative program with the University of Alaska Fairbanks. Additionally, an elective partnership with Ross University brings 20 additional students to each fourth-year class. CVMBS is planning to increase the number of Fort Collins students by 30/yr, bringing the total number to 170/yr.

First- and second-year students are educated primarily on the Main Campus, while third- and fourth-year students are educated on the South Campus. Increased capacity and innovative learning spaces in the VEC will allow students in all four years of the program to learn together on one campus, facilitating peer mentorship and professional collaboration. The VEC will have a veterinary anatomy laboratory solely for DVM use, two large lecture halls and numerous learning spaces (e.g. simulation space, laboratories, meeting rooms) for small to medium size group learning. With the move of DVM students to the VHC, A/Z W118, Pathology 101, and Pathology 118 will be available for general university use.

The VHC also supports reimagination of the service enterprise model. The veterinary profession is being stressed at the national level in the face of expanding market demand and increasing veterinary salaries. Regionally, the veterinary market is growing at a higher rate than other areas in the U.S. due to population increases, a high standard of living, and a culture of animal

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 6-7, 2022
Action Item**

companionship. An expanded Primary Care Clinic will serve to: (a) educate our students in the most common elements of clinical practice, (b) meet the market needs of northern Colorado, and (c) allow for greater spectrum of care to serve the veterinary needs of under-represented populations in the region. The remodeled animal specialty hospital will expand its status as a premier, comprehensive hospital for clinical specialty training, tertiary patient care, and clinical and translational research.

These new and renovated facilities will enhance hands-on and practical training, encourage clinical reasoning and critical thinking, and provide real-world simulated and live clinical experiences. Additionally, the world-renowned James L Voss Veterinary Teaching Hospital, originally constructed in 1979, will undergo an essential remodel to extend clinical education, provide excellent client service, and advance research and development of novel, evidence-based therapies for companion animals, horses, livestock, and other species.

The project design team and general contractor have worked over the past year to solidify the floor plans and to develop a cost estimate. The estimated budget range for the project is \$278M-\$280M. Funding is anticipated to be from increased tuition revenue, bonds, donors and university resources.

Once necessary approvals and funding are in place it is estimated that phase 1 will take approximately 3 ½ years to complete. Phase 2 renovation of the existing VTH is expected to take another 2 years to complete.

Approved

Denied

Board Secretary

Date

**Board of Governors of the
Colorado State University System
Meeting Date: Oct 6-7, 2022
Action Item**

MATTER FOR ACTION:

Approval of the amended FY 22-23 2-year Cash List for CSU

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the attached amended FY 22-23 2-year cash list for CSU.

FURTHER, that staff is authorized to submit any and all documents required by the Department of Higher Education, Governor's Office, and General Assembly.

EXPLANATION:

Presented by Brendan Hanlon, Chief Financial Officer, Colorado State University System.

The state 2-year cash list is being amended to request cash spending authorization for the following project: Veterinary Health Complex. The project program plan is pending approval by the Board of Governors at this meeting.

This item is recommended by the Board of Governors Audit and Finance Committee.

Approved

Denied

Board Secretary

Date

CSU Fort Collins FY 22-23 2-year cash list amendment

9/3/2022

Campus	Project Name	Cash Funds	BOG program plan approval
CSU	Veterinary Health Complex	\$278M-\$280M	Oct 2022-pending

Section 9

Evaluation Committee

This section intentionally left blank

Section 10

Audit and Finance Committee

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT and FINANCE COMMITTEE MEETING AGENDA
October 2022**

Audit Committee

1. FY 2021-2022 Year in Review
2. Internal Auditing Dashboard and Status of FY 2022-2023 Audit Plan
3. Review of Audit Reports Issued
4. Past Due Audit Recommendations

Finance Committee

5. State Budget Update
6. Campus Budget with Enrollment Update and Tuition Discussion – FY23 and FY24
7. Approval of Student Fee Policies at CSU and CSU-Pueblo
8. Treasury Update
9. Approval of Twenty-Third Supplemental Resolution
10. Debt Capacity Presentation – North Slope Advisors

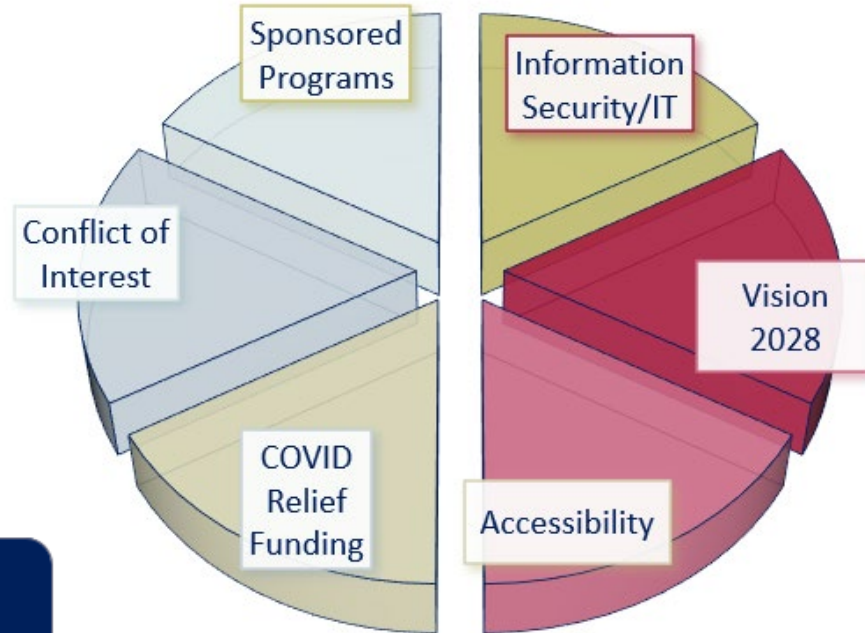
Internal Audit Update



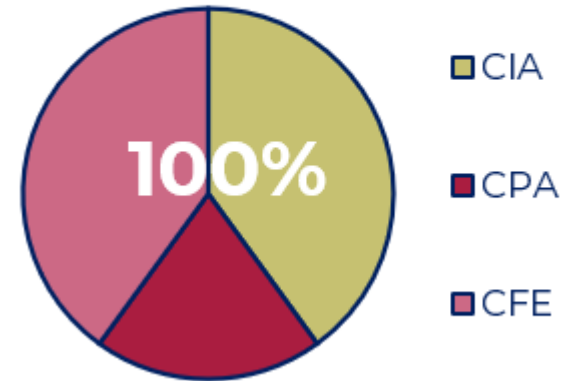


FY22 Year in Review

KEY RISK AREAS

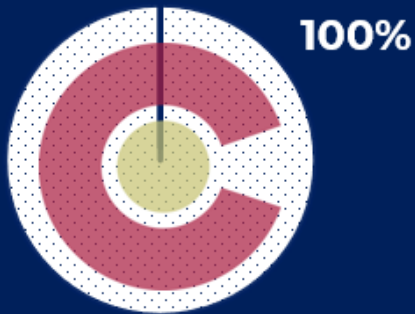


Staff Certifications within four years of hire:

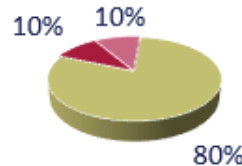


AUDIT PLAN PROJECTS INITIATED:

Target: 100% Initiated



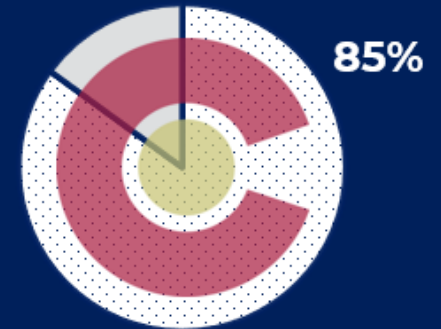
Post Engagement Survey:
Was the engagement of value?



Target: 90% Strongly Agree/Agree

AUDIT PLAN COMPLETED:

Target: 70% Completed

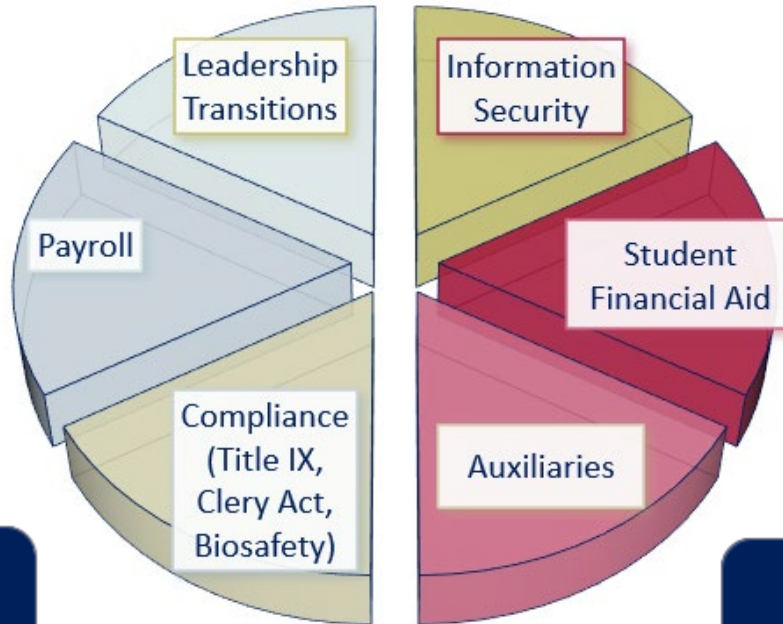




FY23 Dashboard:



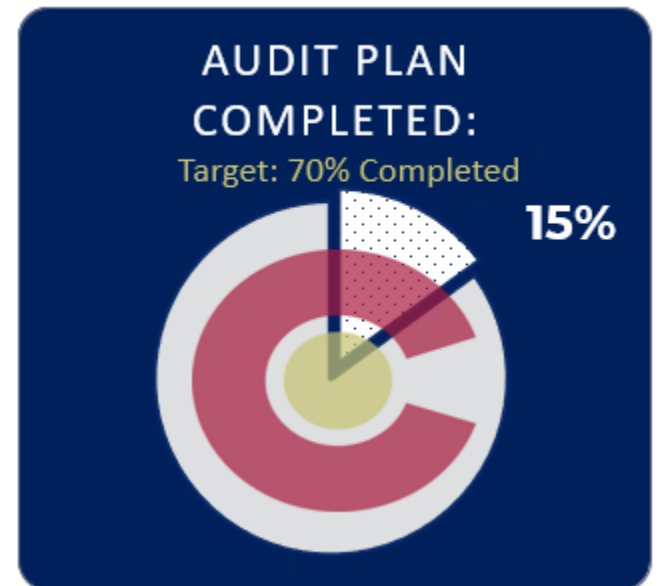
KEY RISK AREAS



Staff Certifications within four years of hire:



■ 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

Audits in Progress							
Institution	Audit Area	Timeline					
		Jul	Aug	Sep	Oct	Nov	Dec
CSUP	Sustainability of High-Risk Recommendations Audit	Yellow				Red	
CSUP	Institute for Cannabis Research Audit	Green	Yellow			Red	
CSU	Cybersecurity Risk Management Consultation		Green	Yellow			
CSUS IA	IIA Quality Assessment Review		Green	Yellow			
CSU	Office of Inclusive Excellence Audit			Yellow			Red
All	Hotline Investigations/Special Projects	<i>1 special project in reporting phase</i>					
CSU	Continuous Auditing – Ongoing Evaluation	<i>Ongoing</i>					
All	Management Requests/Informal Consultation	<i>2 internal controls trainings delivered</i>					
All	Audit Follow-up	<i>Ongoing</i>					

Remaining Audits							
Institution	Audit Area	Timeline					
		Jul	Aug	Sep	Oct	Nov	Dec
CSUG	Student Financial Aid Audit				Green	Yellow	
CSUP	Auxiliary Services Audit						Green
CSU	Clery Compliance Audit						Green
CSUP	Athletics Audit						Green
CSU	Student Financial Aid Audit						
CSUG	Payroll Audit						
CSUP	Title IX Transition Audit						
ALL	Risk Assessment						
CSU	VPUO/CFO Transition Audit						
CSU	Institutional Biosafety Audit						
CSU	Housing Management System Consultation						

Timeline Adjusted Due to Special Project
 Planning
 Fieldwork
 Reporting



IT Vendor Management Audit – Colorado State University

EXECUTIVE SUMMARY

April 22, 2022

Background Information

The Division of Information Technology (IT) is responsible for delivering enterprise and campus- focused IT services throughout the CSU System. Driven by its purpose statement: Innovating IT, Empowering CSU and its values of Community, Collegiality, Reliability, Service, and Simplicity, its team members work across the division and in collaboration with university stakeholders. The Division of IT delivers dynamic and innovative solutions to meet the diverse needs of students, faculty, and staff across the CSU System.

The Division of IT and other CSU functional areas procure products and services from many third-party IT vendors. These third-party vendors provide solutions for the Division of IT's challenges and help achieve departments' operational goals. However, due to poor controls over product design, and because CSU lacks control over data once it leaves the University network, these third-party vendors present a number of risks.

Although ransomware has been around for decades, recent high-profile security breaches have highlighted the urgent need for more comprehensive ransomware protection. The attacks staged against Colonial Pipeline and Kaseya demonstrated to the entire world how devastating a ransomware attack can be for even the largest and most secure enterprises. Large business entities are not the only ones being attacked. In August 2019, Regis University's firewalls were successfully breached by a ransomware attack, and many of their systems and sensitive data were held hostage. After several days

without control, the university was forced to pay the attackers their ransom in order to regain access to their systems and data. Businesses of all sizes and industries of all types are susceptible to cyber-attacks and must take appropriate action to mitigate the risk.

Strengthening third-party risk mitigation can help avoid ransomware attacks, critical data leaks, noncompliance penalties, and damage to brand reputation. Strategic sourcing is a simple, but effective, technique enterprises can utilize to strengthen third-party risk mitigation. Strategic sourcing is a systematic and fact-based approach for optimizing an organization's supply base and improving the overall value proposition. Successful implementation of strategic sourcing leaves an enterprise with a more concise and efficient third-party vendor list and, as a result, helps mitigate the risk of ransomware attacks.

Scope and Objectives

The audit covered CSU IT vendor management practices. The objectives of the audit were to:

- Assess whether CSU management has defined a governance process to mitigate IT vendor risk to a level it has determined.
- Evaluate whether CSU management has implemented effective controls to mitigate risk to the level it intends.
- Determine whether there is opportunity for IT vendor acquisitions to be consolidated to realize fewer risks and to achieve cost savings.

To accomplish these objectives, we interviewed personnel,



evaluated compliance with policies and procedures, examined and analyzed documentation, 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 availability of resources extended by the Division of IT and Procurement Services during our review. Both were helpful in responding to our questions and requests despite having many operational demands on their time.

Results and Conclusions

We observed that CSU currently has an immature third-party risk management system. Recently, CSU has initiated an IT vendor spend analysis with the intent of defining a process to reduce and manage IT vendor risk. We identified opportunities for improvement and make four recommendations to mitigate risk.

1. The Division of IT Vice President of Information Technology should assign the responsibility for managing IT vendor risk, including assessment and development of risk mitigation, to a person or chartered committee.
2. The Division of IT Vice President of Information Technology should ensure the IT vendor management system under development includes the elements of an effective internal control system.
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 of applications on PCards).

4. The Associate Director for Procurement Services should integrate training of the existing Information Security Policy into Procurement Card training.

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

Detail results may be found in Audit Report 22-13 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.

Susy Serrano – Director, Internal Auditing



Conflict of Interest Audit – Colorado State University

EXECUTIVE SUMMARY

April 29, 2022

Background Information

The effectiveness and public confidence in government agencies, non-profit organizations, public institutions and businesses alike, can all be damaged or discredited when conflicts of interest are seen as the normal way of getting things done. They expose the organization to risk and liability in court and the court of public opinion. ... Conflicts can often be subtle, disguised and quiet. They can chip away at the integrity of programs, processes and organizational controls, which can cause the slow but inevitable descent into even more problematic areas — such as extortion, bribery and theft with impunity. - Association of Certified Fraud Examiners, January 2022.

Colorado State University has a University-wide Conflict of Interest (COI) policy to address perceived or actual conflicts of interest which may arise where an employee could use his or her University position to realize personal gain. Primary responsibility for the policy is assigned to the Office of the Provost, while COI processes fall under the Office of the Vice President for Research (OVPR) in coordination with the University’s COI Committee.

The University’s Academic Faculty and Administrative Professional Manual (AFAPM), Section D.7.7, states public employees have a fiduciary duty to the people of the State as a trustee of property; therefore, external obligations, financial interests, and activities of each University employee must be

managed so there is no interference with the employee’s primary obligation and commitment

to the University. Conflicts of interest are not necessarily unwarranted, unethical, or illegal and are not always avoidable, but failure to disclose conflicts or potential conflicts is unethical and may be illegal.

University policy requires faculty and administrative professional employees to complete a COI disclosure upon initial employment and annually thereafter, as well as to update the disclosure as the employee’s situation changes. Internal Auditing performed an audit of COI processes in Fiscal Year 2016 (FY16), when the University implemented the Quali Coeus (Quali) module for electronic COI disclosures, replacing hard-copy paper disclosures. The FY16 audit resulted in several recommendations which were implemented. Over time, however, corrective actions reverted due in part to staff turnover and limited resources.

In the most recent years, CSU management has led an effort to create a more formalized COI process. At the time of the prior audit, COI processes existed within the Provost’s Office, staffed by one administrator with COI responsibilities as one part of the administrator’s full set of duties. COI processes have now shifted to the Secure and Global Research unit within the OVPR. Staffing levels for COI processes increased, most notably with the hire of a COI Officer in June 2020. Despite these improvements, COI



processes were identified as a risk area by several executives at CSU. The current audit was conducted to revisit risk associated with current COI processes at CSU and help maximize compliance going forward.

Scope and Objectives

The audit scope encompassed CSU's current policies, manuals, and procedures, as well as COI disclosures submitted in FY20 and FY21. The objectives of the audit were to:

1. Evaluate whether the current COI compliance structure is effective.
2. Determine if the University is in compliance with its policies.
3. Evaluate whether the current COI process captures foreign influence risk.

Results and Conclusions

While some process improvements have been made since the prior audit, we found that policies and procedures in place could be improved, and that CSU is not always in compliance with the COI policy. Some of our findings are recurring issues from the COI audit in FY16 indicating the implemented remedies were not sufficient to fully address the issues. We made seven recommendations to improve policies and manuals, strengthen internal controls, create efficiencies, and further management's goals of increased process visibility and reporting compliance.

1. To be aligned with best practices for compliance programs, the CSU President should position central COI responsibilities in a place of autonomy and authority, such as through a direct reporting line to the President's Office.

2. The President should ensure University policies and manuals related to conflicts of interest are updated, taking the following into consideration:
 - align written policies, procedures, and manuals with current procedures,
 - expand the COI Policy to include additional or all employee groups,
 - establish appropriate incentives for compliance and disciplinary actions for violations,
 - create a standalone ICOI Policy (or include a section on institutional conflicts within the COI Policy),
 - specifically address international engagements, affiliations, and collaborations.
 - set a predetermined policy review schedule to keep documentation up to date.
3. The CSU President should ensure effective, ongoing training and communication methods regarding COI policies and procedures are in place (including international engagements).
4. The CSU President should ensure the disclosure form is modified to include:
 - Examples of less common conflicts.
 - ICOI roles.
 - Questions/statements to aid in process efficiencies.
 - An effective and efficient method for reporting on international collaborations.
5. The CSU President should ensure the reporting tool allows for effective and efficient queries and develop procedures to follow-up with employees not in compliance.
6. The CSU President should ensure an analysis of staffing is completed and propose a change to staffing based on the analysis.



7. The CSU President should ensure management plans are in place for individuals with reported conflicts (including template plans for common conflicts), signed, retained centrally, and followed.

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

Detail results may be found in Audit Report 22-14 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.

Susy Serrano – Director, Internal Auditing



Athletics Compliance Audit – Colorado State University

EXECUTIVE SUMMARY

July 01, 2022

Background Information

The mission of the Colorado State University athletics program (Athletics) is “To Educate, Engage and Excel,” which supports and complements the Institution’s mission. It provides student-athletes with academic resources to obtain a degree while engaging in athletic competition. The Director of Athletics reports to the President of Colorado State University.

Athletics oversees 16 National Collegiate Athletics Association (NCAA) Division I teams. The NCAA was founded in 1906 to advocate for student-athletes’ well-being and success. On June 30, 2021, the NCAA adopted an interim policy related to student-athletes’ name, image, and likeness (NIL), which had previously been disallowed per NCAA bylaws. The change gives student-athletes the ability to profit from their NIL through marketing and promotional endeavors, such as signing autographs, jersey sales, or being brand ambassadors. The NCAA Interim NIL Policy states that

“Effective July 1, 2021, and until such time that either federal legislation or new NCAA rules are adopted member institutions and their student-athletes should adhere to the guidance...[that] For institutions in states with NIL laws or executive actions with the force of law in effect, if an individual or member institution elects to engage in an NIL activity that is protected by law or executive order, the individual’s eligibility for and/or the membership institution’s full participation in NCAA athletics will not be

impacted by application of NCAA Bylaws unless the state law is invalidated or rendered unenforceable by operation of law.”

As a result, the Colorado Senate moved the effective date of Senate Bill (SB) 20-123, Compensation and Representation of Student Athletes, from January 1, 2023, to July 1, 2021. In response to the NCAA Interim Policy and SB 20-123, CSU has established NIL guidelines for student athletes.

Beginning with the fall sports of the 2021-2022 season, Athletics transitioned to mobile tickets for the majority of patrons. Mobile tickets are available through Paciolan (the existing ticketing system). The mobile ticket function had previously been available only for single game tickets. The prior existence of the function helped enable a smooth transition to the new ticketing method.

Scope and Objectives

The audit covered the Institution’s Athletics program activity during the period April 1, 2021, through March 31, 2022. The objectives of the audit were to evaluate Athletics’ systems of control related to

1. Name, image, and likeness requirements, and
2. Mobile ticketing system.



Results and Conclusions

We found controls for the areas reviewed to be adequate. We made three recommendations to further improve internal controls.

1. The Senior Associate Athletic Director for Compliance should follow up on the potential undisclosed NIL activity identified and discussed during the audit to determine if NIL disclosures are required and obtain disclosures if needed.
2. The Senior Associate Athletic Director for Compliance should consider making it a requirement for transfer student-athletes to disclose any active NIL deals at the time of transfer.
3. The Assistant Athletic Director for Ticket Sales and Operations should review the documented Ticket Office policies and procedures and update them as needed for mobile ticketing.

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

Detail results may be found in Audit Report 23-01 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.

Susy Serrano – Director, Internal Auditing



Facilities Management – Recharge Accounts – Colorado State University

EXECUTIVE SUMMARY

September 6, 2022

Background Information

Colorado State University's (CSU) Facilities Management is responsible for all physical aspects of its campus, including maintenance, planning, design, remodeling, and construction. Facilities Management (FM) is funded by Education and General and Recharge subfunds. The budget is determined by CSU's Business Financial Services and covers the basic costs needed to run FM as a department within CSU.

The Recharge centers were developed to provide goods or services to multiple users, both internal and external, which align with the mission of CSU. Recharge (21) accounts should be revenue neutral, meaning the revenues should not exceed the costs of the center. A Recharge account is approved by either the Controller's office or Office of Sponsored Programs. To obtain approval, a department must write a business plan, calculate billing rates, compile a three-year projection of revenues, and send to Campus Services for review. Besides the policy of being revenue neutral, a Recharge account is allowed to maintain a maximum of two-months working capital expenditures (based on a rolling average of the past 12 months) to fund operations at the end of each fiscal year. Exceptions may be approved only by the Controller and Office of Sponsored Programs.

Facilities Management was provided a budget of \$40M in Fiscal Year 2022; in addition, it maintained 29 Recharge accounts that generated a revenue of \$66.8M in the same year. In Fiscal Year 2022, FM's budget increased to \$41.5M, while the Recharge accounts are expected to

generate a revenue of \$56.9M. The Education and General (13) and Recharge accounts are maintained separately in the financial system and are referred to by CSU personnel as 13 accounts and 21 accounts, respectively.

Scope and Objectives

The audit covered financial and operational activities for the period of July 1, 2020, through December 31, 2021. The objectives of the audit were to evaluate internal controls and compliance with related CSU policies and procedures for Facilities Management Recharge Accounts in the following areas:

1. Compliance with Financial Procedure Instructions (FPI) 2-20 – Recharge and General Operations
2. Ensuring expenses incurred appear appropriate for the cost objective of Recharge accounts.

To accomplish these objectives, we interviewed staff, reviewed FPI 2-20 and related procedures, examined and analyzed transactional data, and performed other audit procedures we considered appropriate. Our audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

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



Results and Conclusions

We observed that internal controls were appropriate for managing the Recharge accounts and tracking surplus, deficit, and working capital issues. FM has created a comprehensive budget book for developing billing rates that captures the 29 Recharge accounts along with administrative overheads into one Excel workbook, which they are continuously improving. They have faced challenges in the past two years both with a new work order system and the pandemic while continuing to provide services to the rest of CSU.

We identified several opportunities for improvement and made five recommendations to improve transparency, strengthen internal controls, and comply with CSU policies and procedures.

1. We recommend the Associate Vice President for Facilities Management consider charging actual costs for RCS project management and internal RCS work. Charging actual costs would allow some or all of the work to be paid for by federal funds, allowing CSU to repurpose Education and General funds for other activities. In terms of allowability for federally-funded expenditures, it would be most conservative for RCS to charge all customers, regardless of federal fund usage, actual costs for services rendered so that fixed price work would not affect internal service rates. Estimates could be provided based on past work.
2. We recommend the Financial Business Officer ensure any allocation of staff or other resources affecting the Recharge accounts be supported by a reasonable allocation method reflective of the actual time spent by the individuals being allocated.
3. We recommend the Financial Business Officer review current policies and practices to determine if Facilities Management is authorized to deviate from university

policy, which states that indirect administrative charges to Recharge accounts are unallowable. Any approved deviations from policy should be adequately documented, evidencing approval.

4. We recommend the Associate Vice President for Facilities Management change the process RCS follows for tracking work performed by other FM staff and provide the ability to charge work directly to the project work order.
5. We recommend the Financial Business Officer add additional documentation in the budget book and any other workbooks used to obtain the information for how the billing rates are calculated. In addition, explanations should be documented when the billing rate used varies significantly from the calculated rate.

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

Detail results may be found in Audit Report 23-02 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.

Susy Serrano – Director, Internal Auditing



Covid Relief Funds Audit – Colorado State University Pueblo

EXECUTIVE SUMMARY

September 20, 2022

Background Information

Coronavirus disease (COVID) became a global pandemic on March 11, 2020, causing considerable disruption to higher education institutions across the United States and the world. Colorado State University Pueblo was no exception to this, but CSU Pueblo quickly adapted to the rapidly evolving situation, related emerging risks, and public health guidelines. To help institutions manage the related emerging and evolving risks, the United States government passed multiple rounds of COVID relief aid. CSU Pueblo received two main types of federal funding - Higher Education Emergency Relief Funding (HEERF) and Coronavirus Relief Funding (CRF). In addition to the standard HEERF student aid and institutional funding received by all eligible institutions, CSU Pueblo received additional HEERF funding for being designated as a Hispanic Serving Institution (HSI). The table below show the breakdown of the funds CSU Pueblo received.

Funding Source	Total Funding
HEERF I	\$3,959,862
HEERF I - HSI	305,642
HEERF II	7,745,423
HEERF II - HIS	527,322
HEERF III	13,682,516
HEERF III - HSI	906,980
CRF	5,993,523
Total of all sources	\$33,121,368

Scope and Objectives

The audit reviewed internal controls and compliance with federal regulations, from March 2020 through April 30, 2022. Specific objectives of the audit were to:

1. Evaluate compliance with COVID relief funding program requirements (CRF and HEERF).
2. Evaluate internal controls over COVID relief funding (CRF and HEERF).

To accomplish these objectives, we reviewed external regulations and guidelines, 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

We found that the overall control environment and related compliance for COVID funds existed, but there is room for improvement. We made five recommendations to further improve controls, compliance, and risk mitigation.



1. The Chief Financial Officer/Controller should communicate the expectation that explanations to support project expenditures are provided on documents prior to processing.
2. The Chief Financial Officer/Controller should either confirm and document allowability of the expenses with a HEERF program coordinator or change the funding source of these expenses.
3. The Chief Financial Officer/Controller and the Director of Student Financial Services should ensure the retroactive posting of any missing reports for their respective areas.
4. The Director of Student Financial Services should reconcile the report numbers to the supporting data to ensure accuracy and correct reporting amounts if deemed necessary.
5. The Chief Financial Officer/Controller and Director of Student Financial Services should each ensure all reports and supporting documents related to grants are stored in a shared location for their departments.

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 23-04 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.



Audit Number:	Audit Name:	Inst:	Rec No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
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 of applications on PCards).	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	11/1/2022
22-07	Athletics Compliance Audit	CSU P	4	The Vice President for Athletics and Strategic Partnerships should work with the Director of Human Resources to implement a documented process for supplemental pay where the contracts are approved before the camps take place and is equitable for all coaches.	Agree. The Vice President for Athletics and Strategic Partnerships will work with the Director of Human Resources to establish a written process for supplemental payment to coaches and staff in order to ensure that contracts are pre-approved and equitable among staff.	6/30/2022	11/1/2022



Audit Number:	Audit Name:	Inst:	Rec No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
22-07	Athletics Compliance Audit	CSU P	3	The Vice President for Athletics and Strategic Partnerships should work with the Director of Human Resources and Deputy General Counsel to determine whether athletic coaches are exempt from minimum wage and overtime requirements under the FLSA.	Agree. The Vice President for Athletics and Strategic Partnerships will analyze the Department's staffing pay structure to determine if there are minimum wage and/or overtime requirements, per FLSA, that are of concern. The VP will work in collaboration with the Deputy General Counsel and Director of Human Resources.	6/30/2022	11/1/2022
22-16	Institutional Research Audit	CSU P	2	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. This is part of a larger work of data	10/31/2021	3/31/2022



Audit Number:	Audit Name:	Inst:	Rec No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
21-11	Controlled Unclassified Information Audit	CSU	6	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	5/31/2023
21-11	Controlled Unclassified Information Audit	CSU	4	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 Kualu systems to ...	12/31/2021	12/31/2023



Audit Number:	Audit Name:	Inst:	Rec No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
21-11	Controlled Unclassified Information Audit	CSU	2	Once CUI roles and responsibilities have been defined by the newly charged committee, the assigned party should ensure that Colorado State University CUI procedures are documented and distributed to PI's; adequate CUI security plans...	Agree. The office, individual, or working group identified by the committee mentioned above (Recommendation 1) will prioritize the documentation and dissemination of CUI procedures, the development of adequate CUI security plans, ...	12/31/2021	12/31/2022
21-10	Supplemental Pay Audit	CSU	6	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 and what is eligible ...	12/31/2021	12/31/2022
21-10	Supplemental Pay Audit	CSU	1	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	12/31/2022



Audit Number:	Audit Name:	Inst:	Rec No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
21-10	Supplemental Pay Audit	CSU	2	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. This definition will be communicated to ...	12/31/2021	12/31/2022
21-10	Supplemental Pay Audit	CSU	3	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	12/31/2022
21-10	Supplemental Pay Audit	CSU	5	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 and...	12/31/2021	12/31/2022



Audit Number:	Audit Name:	Inst:	Rec No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
21-10	Supplemental Pay Audit	CSU	7	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 for the...	12/31/2021	12/31/2022
21-10	Supplemental Pay Audit	CSU	4	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	12/31/2022
21-08	Military and Veterans Success Center Special Project	CSUP	1	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 No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
20-23	Warner College of Natural Resources - Geosciences Department	CSU	4	The Dean of the Warner College of Natural Resources, in consultation with the OGC, should require implementation of a conflict of interest management plan for each of the two faculty members involved in the Facility billing. Elements of the ...	Agree. CSU-Pueblo will proceed with the development of University-wide policies related to institutional base salary.	9/15/2020	12/31/2022
20-21	Office of Research and Sponsored Program	CSU P	5	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	7/1/2023
20-10	Human Resources and Payroll	CSU P	4	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. Through these conversations, there is a shared belief that ...	3/31/2022	7/1/2024



Audit Number:	Audit Name:	Inst:	Rec No.	Recommendation:	Audit Report Response:	Target Completion Date:	Revised Target Completion Date:
20-01	Accounts Receivable	CSU P	13	The Controller, in conjunction with the CSU system, should establish a documented methodology for calculating bad debt, which is consistent with generally accepted accounting principles (GAAP).	Agree. The Controller in conjunction with the CSU system will establish a documented methodology to calculate bad debts in accordance with GAAP.	6/30/2020	10/31/2022

Finance Committee



State Budget Update

Verbal Update



Campus Budget Update with Tuition Discussion



FY24 Incremental E&G Budget - V.1.0

Colorado State University - Fort Collins

Thursday, September 15, 2022

	<u>Scenario 1</u>	<u>Scenario 2</u>	<u>Scenario 3</u>	<u>Scenario 4</u>
	Rate = 3% - RUG	Rate = 3% - RUG	Rate = 0% - RUG	Rate = 0% - RUG
	State = 3%	State = 3%	State = 3%	State = 3%
	Salary Inc. = 5%	Salary Inc. = 3%	Salary Inc. = 5%	Salary Inc. = 3%
1 New Resources				
2 Tuition				
3 Undergraduate-Enrollment Growth				
4 Increase in FTE	\$ -	\$ -	\$ -	\$ -
5 Change in mix - RES vs. NRES	5,491,000	5,491,000	5,491,000	5,491,000
6 Undergraduate Rate Increase				
7 Resident	4,324,000	4,324,000	-	-
8 Non-Resident	5,477,000	5,477,000	-	-
9 Graduate Rate Increase				
10 Resident	466,000	466,000	-	-
11 Non-Resident	680,000	680,000	-	-
12 Professional Veterinary Medicine Rate Increase	1,276,000	1,276,000	-	-
13 Differential Tuition	(75,000)	(75,000)	-	-
14 Total Tuition	\$ 17,639,000	\$ 17,639,000	\$ 5,491,000	\$ 5,491,000
15 State Funding Impact - FFS	2,930,000	2,930,000	2,930,000	2,930,000
16 State Funding Impact - SEP	2,412,000	2,412,000	2,412,000	2,412,000
17 Facilities and Administrative Overhead	510,000	510,000	510,000	510,000
18 Total New Resources	\$ 23,491,000	\$ 23,491,000	\$ 11,343,000	\$ 11,343,000
19				
20 Financial Aid	4,365,000	4,365,000	2,753,000	2,753,000
21 Net New Resources	\$ 19,126,000	\$ 19,126,000	\$ 8,590,000	\$ 8,590,000
22 New Expenses				
23 Multi-Year Central Investments in Strategic Initiatives	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000
24 Faculty/Staff Compensation	33,102,000	23,329,000	33,102,000	23,329,000
25 Academic Incentive Funding	1,274,000	1,274,000	-	-
26 Mandatory Costs	3,423,000	3,423,000	3,423,000	3,423,000
27 SEP Funding - PVM + Agencies	-	-	-	-
28 Quality Enhancements	4,334,000	4,334,000	4,334,000	4,334,000
29 Budget Reduction	-	-	-	-
30				
31 Total New Expenses	\$ 43,733,000	\$ 33,960,000	\$ 42,459,000	\$ 32,686,000
32				
33 Net New Incremental Budget Resources	\$ (24,607,000)	\$ (14,834,000)	\$ (33,869,000)	\$ (24,096,000)
34 FY23 Structural Budget Deficit	\$ (5,871,000)	\$ (5,871,000)	\$ (5,871,000)	\$ (5,871,000)
35 Total Base Budget Overage (Shortfall)	\$ (30,478,000)	\$ (20,705,000)	\$ (39,740,000)	\$ (29,967,000)

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 3%, \$297/yr.
Non-Resident Undergraduate 3%; \$895.80/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 ~ 3% (est. round to whole number)
Salary Increases Faculty/AP - 5%, 3%
Salary Increases SC - 5%, 3%
Salary Increases Grads - 5%, 3%
Mandatory Student Fees - TBD



**COLORADO STATE UNIVERSITY
PUEBLO**

Board of Governors Oct 2022

FY 2024 Incremental E&G Budget - V.1.3
Colorado State University - Pueblo
September 22, 2022

ResTuition: 0%; ResTuition: 0%; ResTuition: 3%; ResTuition: 3%;
 State: 3%; State: 3%; State: 3%; State: 3%;
 Salary inc: 3% Salary inc: 5% Salary inc: 3% Salary inc: 5%

New Resources					
Tuition					
Undergraduate Rate Increase:					
1	Undergraduate Tuition	\$ -	\$ -	\$ 491,000	\$ 491,000
2	Non-Resident (TWOLF & WUE rate)	-	-	194,000	194,000
3	Undergraduate Differential Tuition	-	-	19,440	19,440
Graduate Rate Increase:					
4	Graduate Tuition	\$ -	\$ -	\$ 31,000	\$ 31,000
5	Non-Resident	-	-	6,000	6,000
6	Graduate Differential Tuition	-	-	9,840	9,840
7	Projected Enrollment Change (-3%)	(730,000)	(730,000)	(730,000)	(730,000)
8	Total Tuition	(730,000)	(730,000)	21,280	21,280
9	State Funding Impact	\$ 723,747	\$ 723,747	\$ 723,747	\$ 723,747
10	Other Resources (estimate)	830,000	830,000	830,000	830,000
11	Total New Resources	\$ 823,747	\$ 823,747	\$ 1,575,027	\$ 1,575,027
12	Financial Aid	-	-	\$ 6,000	\$ 6,000
13	Net New Resources	\$ 823,747	\$ 823,747	\$ 1,569,027	\$ 1,569,027
New Expenses					
14	Expense Reduction (savings from compensation management)	TBD	TBD	TBD	TBD
15	Faculty/Staff Comp (includes Fac/AP/SC ,fringe & Equity increases)	\$ 1,680,778	\$ 2,405,698	\$ 1,680,778	\$ 2,405,698
16	Mandatory Costs	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
17	Total New Expenses	\$ 2,680,778	\$ 3,405,698	\$ 2,680,778	\$ 3,405,698
18	Net Structural Deficit	\$ (1,857,031)	\$ (2,581,951)	\$ (1,111,751)	\$ (1,836,671)
19	FY23 Budget Shortfall	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)
20	One-time Budget Resources (EG Fund Balance)	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
21	Total Base Budget Overage (Shortfall)	\$ (2,830,031)	\$ (3,554,951)	\$ (2,084,751)	\$ (2,809,671)

3%ugrad and grad tuition increase

3% decline in ug and 0% grad enrollment

Spring Melt = 15%

Salary Increase Faculty / Administrative Professionals (3% or 5%)

Salary Increase State Classified Staff (3% or 5%)

Mandatory Costs include anticipated increases for the following expenses: 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 - Global Campus
Statement of Revenues, Expenses, and Changes in Net Position
FY2023 Revised Budget vs. FY2023 Budget and FY2022 Actual

	Actual FY22	Percent of Revenue	Original Budget FY23	Percent of Revenue	YoY Increase/ (Decrease)	Revised Budget FY23	Percent of Revenue	YoY Increase/ (Decrease)
Operating Revenues								
Student Tuition and Fees	75,144,322	90.3%	85,603,850	91.0%	10,459,528	79,884,668	90.5% (2)	4,740,346
Other Operating Income	8,040,371	9.7%	8,430,698	9.0%	390,327	8,430,698	9.5%	390,327
Total Operating Revenues	83,184,693		94,034,548		10,849,854	88,315,366		5,130,672
Operating Expenses								
Instruction	19,208,695	23.1%	17,714,379	18.8%	(1,494,317)	17,639,379	20.0% (4)	(1,569,317)
Academic Support	6,990,330	8.4%	9,105,893	9.7%	2,115,563	7,955,893	9.0% (3)(4)	965,563
Student Services	26,791,515	32.2%	33,642,735	35.8%	6,851,219	34,082,735	38.6% (3)(4)	7,291,219
Institutional Support	8,102,698	9.7%	8,830,037	9.4%	727,339	8,355,037	9.5% (4)	252,339
Operation and Maintenance of Plant	757	0.0%	301,900	0.3%	301,143	301,900	0.3%	301,143
Scholarship and Fellowship	12,232,739	14.7%	10,000,000	10.6%	(2,232,739)	10,000,000	11.3%	(2,232,739)
Depreciation	551,060	0.7%	390,000	0.4%	(161,060)	390,000	0.4%	(161,060)
Total Operating Expenses	73,877,794	88.8%	79,984,943	85.1% (1)	6,107,149	78,724,943	89.1%	4,847,149
Operating Income	9,306,899		14,049,605		4,742,706	9,590,423		283,524
Nonoperating Revenues (Expenses)								
Non-Program Income	21,746		0			0		
Investment Income	(8,062,580)		1,100,000			1,100,000		
Federal Nonoperating Grants and Contracts	12,232,739		10,000,000			10,000,000		
Net Nonoperating Revenues	4,191,906		11,100,000			11,100,000		
Income Before Other Revenues, Expenses or Transfers	13,498,804		25,149,605			20,690,423		
Other Revenues (Expenses), or Transfers								
Payments from (to) Governing Boards or Other Institutions	19,379		(804,000)			(804,000)		
Reserve Transfer Within CSU System	(37,741,746)		(35,377,029)			(25,000,000)	(5)	
Total Other Revenues (Expenses) or Transfers	(37,722,367)		(36,181,029)			(25,804,000)		
Increase (Decrease) in Net Position	(24,223,562)		(11,031,425)			(5,113,577)		
Operating Margin Representation:								
Total Operating Revenue	83,184,693		94,034,548			88,315,366		
Total Operating Expense (ex. Pell Grant & Strategic Investments)	61,645,055		69,984,943			65,357,943		
Operating Income	21,539,638		24,049,605			22,957,423		
Operating Margin	25.9%		25.6%			26.0%		

(1) Excluded approved \$3.4M strategic investment

(2) Adjusted to reflect likely enrollment scenario

(3) Included approved \$3.4M strategic investment

(4) Potential cost savings based on lower enrollment

(5) Based on proposed change in Board Transfer calculation

Annual Approval - Institutional Plan for Student Fees



The Board of Governors
of the Colorado State University System
Meeting Date: October 6 - 7, 2022
Action Item

MATTER FOR ACTION:

CSU and CSU Pueblo: Approval of Institutional Student Fee Plan and Policy.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System hereby approves the Institutional Student Fee Plan and Policy for Fiscal Year 2022 – 2023 for Colorado State University and Colorado State University Pueblo.

EXPLANATION: Presented by Rick Miranda, Interim President, Colorado State University, Timothy Mottet, President, Colorado State University Pueblo, and Jason L. Johnson, General Counsel.

In accordance with C.R.S. § 23-5-119.5 and Colorado Commission on Higher Education Policy VI-C, the Board of Governors is required to adopt an Institutional Student Fee Plan and Policy and to annually review the Plan and approve any changes. The attached Institutional Student Fee Plan and Policy for CSU and CSU Pueblo, respectively, align with statutory and CCHE requirements and provide the necessary information regarding student fees, as well as the processes the institutions follow for the review and internal approval of student fees each year. CSU Global does not charge student fees, thus no student fee plan is necessary.

There are no substantive changes to the Institutional Student Fee Plan and Policy for CSU or CSU Pueblo for Fiscal Year 2022 – 2023.

Approved

Denied

Board Secretary

Date

POLICIES OF COLORADO STATE UNIVERSITY
UNIVERSITY POLICY



<p>Policy Title: Student Fees</p>	<p>Policy ID # 2-1065-002</p>
<p>Effective Date: August 22, 2008</p>	<p>Category: 2. Finance</p>
<p>Policy Owner: The Board of Governors of the Colorado State University System</p>	<p>Contact(s): Contact: Vice President for University Operations Web: https://operations.colostate.edu/ Email: operations@colostate.edu Phone: (970) 491-5257</p> <p>Also Contact: Vice President for Student Affairs Web: https://studentaffairs.colostate.edu/ Email: vpsa@colostate.edu Phone: (970) 491-5312</p>

COLORADO STATE UNIVERSITY
FY2023 Institutional Student Fee Plan and Policy

INTRODUCTION AND PURPOSE

The purpose of this Institutional Student Fee Plan and Policy (Plan) is to provide information in accordance with C.R.S. § 23-5-119.5 and Colorado Commission on Higher Education Policy VI-C requiring the Board to adopt a Fee Policy and an Institutional Student Fee Plan.

1. Definitions:

As used in this Plan, we define the following terms:

Academic Course: A program of instruction, including, but not limited to educational, vocational, occupational, technical, music, and physical education courses.

Academic Facilities Construction: Academic Facilities are those facilities that are core to the role and mission of the institution and may include, but are not limited to space dedicated to instructional, student services, or administration. As defined in CCHE Policy Section VI-C-1.50, it includes buildings and site improvements, or specific space within a multi-use building (including utilities and transportation infrastructure) as defined in C.R.S. § 24-75-301. The determination of academic facility or space is based on the function/purpose of the building or space. In a multipurpose building, the space determination is based on the primary usage of space during the regular academic year.

Alternative Transportation Fee Advisory Board (ATFAB): The ATFAB is comprised of student members and non-student *ex officio* members that provide guidance and advice to the President of the Associated Students of Colorado State University (ASCSU) and the University administration regarding alternative transportation projects and initiatives and to recommend the allocation of ATFAB fees for new and improved transportation facilities and programs. ATFAB is governed by the ATFAB Bylaws, subject to the approval of the Student Fee Review Board (SFRB).

Auxiliary Facility: As defined in C.R.S. § 23-5-101.5(2)(a), any student or faculty housing facility; student or faculty dining facility; recreational facility; student activities facility; child care facility; continuing education facility or activity; intercollegiate athletic facility or activity; health facility; alternative or renewable energy producing facility, including but not limited to a solar, wind, biomass, geothermal, or hydroelectric facility; college store; or student or faculty parking facility; or any similar facility or activity that has been historically managed, and was accounted for in institutional financial statements prepared for the fiscal year 1991-92 as a self-supporting facility or activity, including any additions to and any extensions or replacements of any such facility on any campus under the control of the governing board managing such facility. "Auxiliary facility" shall also mean any activity undertaken by the governing board of any state-supported institution of higher education as an eligible lender participant.

Board for Student Organization Funding (BSOF): The body whose primary purpose is to allocate a portion of the ASCSU Student Fee approved by the Board of Governors of the Colorado State University System to student organizations for educational and cultural programming and to administer relevant provisions of Article VIII of the ASCSU Constitution. The BSOF Bylaws govern the BSOF.

Charge for Service: A charge assessed to certain students to cover the costs of delivering specific services to those students. Charges for service are not mandatory for all students. Charges for service are, however, required for students who meet the criteria for which the charge is assessed. These may include, but are not limited to: application charges, add/drop charges, fines and penalties, late charges, orientation charges, college technology charges and matriculation fees, parking permit charges and citations, and charges for services provided to

online students. Charges for service are not Student Fees and do not require legislative spending authority appropriation or student approval.

Contractually Based Fee: Any Fee that is (a) required to satisfy any existing contractual obligation or (b) related to bonds or other debt obligations issued or incurred before July 30, 1997. [Note: Fees related to bonds issued on or after July 30, 1997, are *User Fees*.]

Fee(s) or Student Fee(s): Fees are any amount other than tuition that is assessed to all individual students as a condition of enrollment in the University. Fees may be used for academic and non-academic purposes, including, but not limited to:

- Funding registered student organizations and student government;
- Construction, remodeling, maintenance, and improvement of student centers, recreational facilities, and other projects and improvements for which the University Facility Fee is approved;
- Intercollegiate and Intramural Athletics;
- Student Health Services;
- Technology and infrastructure for which the University Technology Fee is approved;
- Mass Transit; and
- Contractually Based Fees (including bond payments for which Student Fees have been pledged).

“Student Fee” excludes tuition, Special Course Fees, User Fees, and Charges for Services. Student Fees may be subject to certain waivers, exceptions, or prorations.

Special Course or Program Fee(s): These are mandatory fees that a student must pay to enroll in a specific course or program. Examples of Special Course fees are lab fees, music program fees, art fees, materials fees, and telecourse fees. Special Course Fees are established in accordance with the Special Course Fee Manual and are not Student Fees. Revenue generated from Special Course or Program Fees cannot be used to fund academic facilities’ construction.

Student Fee Review Board (SFRB): A body comprised of student members and non-student, *ex officio* members that exists for purposes of providing efficient, equitable, and consistent review of Student Fees and the services for which Fees are assessed. SFRB makes recommendations to the Board of Governors regarding Fee proposals, new Fee-funded areas, and changes to existing Student Fees. The SFRB Bylaws and the ASCSU Constitution govern SFRB. Alternative Transportation Fee Advisory Board (ATFAB), University Facility Fee Advisory Board (UFFAB), and University Technology Fee Advisory Board (UTFAB) recommended fees must be approved by SFRB. All Student Fee-funded areas make recommendations to SFRB except as specified in this Plan.

University Facility Fee: A Student Fee approved by ASCSU, including Senate Bill 3540 (2005), to be used for capital improvements at CSU.

University Facility Fee Advisory Board (UFFAB): A body comprised of student members and non-student, *ex officio* members, that provides guidance concerning the University Facility Fee to the Vice President for University Operations (VPUO) or their designees regarding project proposals for allocations of the University Facility Fee, and to ensure that all allocations of the University Facility Fee will be used to provide new facilities or to improve current facilities that directly benefit the students of Colorado State University. UFFAB is governed by the UFFAB Bylaws, subject to the approval of SFRB.

University Technology Fee: A Student Fee approved by ASCSU and the Board of Governors beginning in 2003 to be used to enhance online student services, replace computers, and build and maintain the physical improvements needed for computer infrastructure.

University Technology Fee Advisory Board (UTFAB): A body comprised of student members and non-student *ex officio* members that provides guidance and advice in the implementation and application of technology at Colorado State University; reviews all allocation requests of the University Technology Fee; and ensures that all allocations will be used to provide technology that has the potential to benefit as many Colorado State University students as possible. The UTFAB Bylaws, subject to the approval of SFRB, govern UTFAB.

User Fee(s): A fee collected for purposes of paying any bonds or other debt obligations issued or incurred on or after July 1, 1997, on behalf of an auxiliary facility, from persons using the auxiliary facility, which includes the amount necessary for repayment of the bonds or other debt obligations and any amount needed for the operation and maintenance of the auxiliary facility. User Fees do not require legislative spending authority appropriation and do not require student approval. Examples of User Fees include debt service associated with residence halls, parking facilities, and Fees paid by non-campus users for use of university facilities.

2. Types and purposes of Student Fees collected by the institution:

The institution collects Student Fees, User Fees, Special Course and Program Fees, and Charges for Services, as defined above. Student Fees are used for academic and non-academic purposes, including but not limited to funding registered student organizations and student government; construction, remodeling, maintenance and improvement of student centers, recreational facilities, and other projects and improvements for which the Fee is approved; intercollegiate and intramural athletics; student health services; technology for which the University Technology Fee is approved; mass transit; and Contractually Based Fees (including bond payments for which Fees have been pledged). The allocation of Student Fees to the funding of

registered student organizations or any other student speech shall be made in a viewpoint-neutral manner.

3. Procedures for establishing, reviewing, changing, and discontinuing Student Fees:

- a. The Student Fees to be assessed are approved annually by the Board of Governors of the Colorado State University System. The President of the University annually recommends to the Board of Governors the specific Fees and the allocation of Fee revenues, which may be approved, rejected, or modified at the Board's discretion. In addition, without restricting the President's discretion, the Bylaws of the Student Fee Review Board (SFRB) set forth the meaningful processes by which student input on Student Fees is provided to the University administration before the President makes a recommendation to the Board of Governors. The budget assumptions on which to base the requests are set by the CSU President consistent with the institution's annual budget process.
- b. Except for Contractually Based Fees and/or to provide for mandatory cost increases, all new Student Fees, and all increases in existing Student Fees, shall be subject to the Bylaws of the SFRB. Mandatory costs comprise salaries and benefits, debt service, utilities and general and administrative fees assigned by the University. All requests for new Student Fees, other than Contractually Based Fees, shall be initiated through the established SFRB process. This process shall require the SFRB to make recommendations regarding Student Fees in accordance with the SFRB Bylaws and ASCSU Constitution.
- c. Each academic year, an SFRB member will be assigned as a liaison to one or more programs or activities funded by existing Student Fees. The SFRB liaison will work with the Director of the program or activity throughout the academic year to learn about the program and its budget and to review any proposed change or increase to the Fees supporting that program. The Director of the Fee-funded area and the assigned liaison will present the budget and all relevant information for the next fiscal year. The SFRB liaison for a Fee area may advise the SFRB, but shall not cast a vote on Fees for that area. University leadership may also present information to the SFRB regarding institutional priorities and goals. The SFRB shall review and consider all information presented, including student input/feedback received by each SFRB member, following the specific processes and procedures detailed in the Bylaws of the SFRB. All recommendations for new Fee-funded areas shall be submitted to the SFRB in the form of a proposal as detailed in the SFRB Bylaws. The proposal shall demonstrate that the Fee request is student-sponsored, that sufficient student need for the Fee exists, and that the Fee will be allocated in partnership with a specific University department. Final approval of a new Student Fee rests with the Board of Governors.
- d. After the SFRB has reviewed the information presented by the liaisons, Directors, and University leadership, and evaluated any requests for new Fees, Fee increases or decreases, and Fee extensions, the SFRB forms recommendations and presents them to

the ASCSU Senate for a vote of confidence. The President's leadership team (such as the President's Cabinet or Operations Team, at the President's discretion) then reviews the recommendations and forwards them to the President, who then forwards them to the Board of Governors for final action, along with any additional or different institutional recommendations. The CSU student representative to the Board of Governors attends the meeting at which the Board reviews and approves the Student Fees.

- e. The Board of Governors annually reviews and approves Student Fees. Its review and approval process includes any new Student Fees and increases in existing Fees. Notwithstanding any other provision in the Institutional Fee Plan, or any other governing procedure, rule, bylaw, or policy, the Board of Governors shall provide to students at least thirty (30) days' advance notice of a new Fee assessment or Fee increase, which notice, at a minimum, specifies:
 1. The amount of the new Fee or of the Fee increase;
 2. The reason for the new Fee or Fee increase;
 3. The purpose for which the institution will use the revenues received from the new Fee or Fee increase; and
 4. Whether the new Fee or Fee increase is temporary or permanent and, if temporary, the expected date on which the new Fee or Fee increase will be discontinued.

A decision by the Board of Governors regarding a Fee shall be final: (1) the thirtieth day after final action by the Board of Governors; or (2) the date any debt or other obligation payable from the Fee revenues is issued or incurred by the Board, whichever is earlier.

4. Procedures by which students may contest the imposition or amount of a Fee and a process for resolving disputes regarding Fees:

The process described above includes direct, meaningful student input on all Fees. If a student wishes to lodge a complaint about a specific Student Fee (other than a Contractually Based Fee), the student must submit a complaint or request for a Fee waiver to the Vice President for Student Affairs, who may hear the appeal or appoint an appeal officer to hear the appeal and resolve the issues. The decision of the VPSA or appeal officer is final.

5. Plan for addressing reserve fund balances:

Fee-funded areas should maintain a fund balance between ten and twenty percent (10% - 20%) of annual revenues, dependent upon contractual and other financial obligations. Auxiliary Fee-funded areas should maintain a similar fund balance along with separate reserves in support of the anticipated capital expenditures and facility master plan.

REFERENCES

[Board of Governors Resolution, _____](#) (update link)
[Board of Governors Policy on Student Fees](#)

COLORADO STATE UNIVERSITY-PUEBLO Institutional Plan for Student Fees and Charges

1. INTRODUCTION AND DEFINITIONS

The purpose of this Institutional Plan is to provide information on how student fees are proposed, reviewed, approved, and implemented at Colorado State University-Pueblo in an open and transparent manner and in accordance with CCHE Policy VI-C.

A. Definitions of Key Terms:

Fees: Any amount, other than tuition, that is assessed to all individual students (where fees apply) as a condition of enrollment in the University. Fees are identified as permanent student purpose and do not include items defined as Charges for Service or User Charges. Fees may be used for academic and non-academic purposes, including but not limited to:

- Funding registered student organizations and student government
- Construction, remodeling, maintenance, and improvement of student centers, recreational facilities, and other projects and improvements for which a facility fee is approved
- Athletics
- Student Health Services
- Student Recreation Center
- Student Center
- Child Care Center
- Technology
- Mass transit
- Parking
- Bond payments for which fees have been pledged

Fees do not include Charges for Service, User Charges, and Program or Course fees as defined below.

Charges for Service: These are the assessments to cover the costs of delivering specific services which are incidental to instructional activities, including but not limited to:

- Application charges
- Add/drop charges
- Fines and penalties
- Transcript charges
- Late charges

- Testing charges
- Student identification card charges
- Health center charges and health insurance charges

Charges for Service do not include admissions to events or other such ancillary activities and are not fees as described above.

User Charges: These are assessments against students for the use of an auxiliary facility or service. A User Charge is assessed to only those students using the auxiliary facility or receiving the service. User Charges may include student housing, meal plans, and parking registration charges and are not fees as described above.

Course Specific Fees: These are non-campus-wide fees that a student may be assessed to enroll in specific courses (e.g., lab, music, art, and materials fees). Revenue from each Course Specific Fee is restricted for costs directly related to the associated course for which the fee is charged and each section of the associated course must be assessed the same Course Specific Fee.

Program Instructional Fees: These are non-campus-wide fees related to an instructional program, or courses within a program, and may include department-specific fees or program-specific fees, including program or department specific technology fees. Program fee revenue enhances the overall program and can be used for costs related to the program as long as it exists. *(Course and Program Fees are established in accordance with the Course & Program Fee Manual currently in development and are not Student Fees.)*

Student Fee Governing Board: The Student Fee Governing Board (SFGB) is the body at Colorado State University-Pueblo responsible for recommending Permanent Student Purpose Fees, including the activities portion of the Student Affairs Fee. The SFGB shall also review requests for new, elimination of, or changes in existing campus-wide Permanent Student Purpose Fees. The Chair of the SFGB is appointed by the Vice President of Enrollment Management, Communication, and Student Affairs and is a non-voting member. The Associated Students' Government (ASG) President shall appoint ten students to serve on the Board. One faculty/staff member shall be appointed by each of the following: the Provost, the Vice President for Finance and Administration, and the Vice President of Enrollment Management, Communications, and Student Affairs, for a total of three additional members. The ten (10) student representatives and three (3) appointed representatives are voting members. The SFGB Chair, working with the SFGB, will maintain all records regarding allocations including but not limited to applications, justifications, and SFGB minutes for six years after the date of its recommendation.

2. FEE CATEGORIES

Every fee is classified as to whether its scope is Campus-wide or Non-campus-wide.

Campus-wide Fees: These are fees assessed to all students at the University as a condition of enrollment, including but not limited to the mandatory fees identified as Permanent Student Purpose Fees.

Non-campus-wide Fees: These are mandatory assessments to students which are not automatically imposed upon all students as a condition of enrollment, but are automatically assessed to students from a particular classification. These include but are not limited to course-specific fees and program-specific fees.

3. PURPOSE OF FEES

Fee Purpose: Fees at Colorado State University-Pueblo are identified as 1) Permanent Student Purpose Fee, 2) Academic Facilities Fee, 3) Academic Purpose Fee, or 4) Administrative Purpose Fee. If a particular fee serves several purposes it shall be categorized within the most dominant purpose. Fee purposes are defined as:

- Permanent Student Purpose Fees: Campus-wide fees assessed to all students which are allocated to specific student programs including student centers, recreation facilities, parking lots, athletics, recreation and outdoor programs, child care centers, campus health clinics, contract health services, student government, general student activities which are allocated by student government for a specific purpose, and similar facilities and services. This category includes fees pledged to repay bonded indebtedness for student, auxiliary, and athletic facilities. The proposal and approval process for Permanent Student Purpose Fees is specified in item number 4.
- Academic Facility Purpose Fees: Campus-wide fees assessed to students and associated with the construction, acquisition, or remodel of academic facilities, which may include buildings and site improvements or specific space within a multi-use building, including utilities and transportation infrastructure. The determination of whether it is an academic facility or space is determined based on the function/purpose of the building or space. Academic facilities are those facilities that are core to the role and mission of the University and may include but not be limited to space dedicated to instruction and research. If it is a multi-purpose building, the space determination is based on the primary use of the space during the regular academic year.
- Academic Purpose Fees: Campus-wide or non-campus-wide fees associated with instruction, technology, and/or academic courses, including program and course fees.
- Administrative Purpose Fees: Campus-wide or non-campus-wide fees assessed

to provide administrative and support services.

Charges for services and user charges are not fees.

4. **PROPOSAL AND APPROVAL PROCESS**

The proposal, review, and approval of fees involve students in a significant way. Fee proposals or changes shall occur as agenda items at regularly scheduled meetings of the Board of Governors.

In all cases, when fees are reviewed, the review must conclude with a recommendation for or against the proposed fee.

Permanent Student Purpose Fee: The implementation of a new, elimination of an existing, or change of an existing fee, must be:

- Initiated by the proposing unit;
- Referred to the Chair of the SFGB as a proposal for their review and possible referral to the ASG Senate;
- If proposed by the SFGB to the ASG Senate in the form of a recommendation for review, then referred to the University President;
- Recommended by the President to the Board of Governors for their consideration; and
- Acted upon by the Board of Governors.

Academic Facilities Purpose Fees: A proposal for an Academic Facilities Purpose Fee is subject to the following:

- All other financing options have been exhausted before the fee request is presented to the SFGB. The SFGB, at its discretion, initiates a recommendation to the ASG Senate;
- The SFGB will hold at least three information sessions to present the issue to the student body;
- The institution and student government representatives will present all relevant information in a fair and balanced manner;
- If the above conditions are met, an Academic Facilities Purpose Fee will be approved using the same process identified for campus-wide Permanent Student Purpose Fees.

Academic Purpose Fees: A new Academic Purpose Fee is:

- Initiated by the proposing unit in coordination with the appropriate Dean and reviewed by the curriculum committee of the college/school/center;
- Reviewed by the Provost, the appropriate Dean, the two Academic Senators from the proposing unit's school or college, and the Vice President for Finance and Administration;
- Referred to the University President for possible discussion with the SFGB

- and/or the ASG Senate; and
- If approved by the President, submitted to the Board of Governors for consideration.

Administrative Purpose Fees:

There are no Administrative Purpose Fees in place at CSU-Pueblo. If an Administrative Purpose Fee is proposed, it will be approved using the same process identified for Academic Purpose Fees.

Other Fees, Charges for Service, and User Charges:

Any new fee, Charge for Service, or User Charge not previously covered must be 1) initiated by the proposing unit in coordination with the appropriate Dean or Director and consultation with ASG representatives; 2) reviewed by the Provost, the Vice President for Finance and Administration, and the Vice President for Enrollment Management, Communication, and Student Affairs for possible referral to the University President; and 3) approved by the University President, which would then be submitted, if required, to the Board of Governors for consideration.

Proposals Referred to the ASG Senate:

A fee proposal referred to the ASG Senate as a recommendation must 1) be presented at an ASG Senate meeting, 2) clearly indicate the amount of the fee, the purpose of the fee, and indicate if the fee can be used as pledged revenue for financing activities, and 3) be phrased in such a manner that an affirmative vote is for the fee proposal and a negative vote is against the fee proposal.

A recommendation that receives a majority of favorable votes from among those voting on the proposal shall be deemed as approved by the ASG Senate and sent to the President for consideration. No resolution for a fee increase that is defeated by a vote of the ASG Senate may be resubmitted to the ASG Senate for a vote until the next academic semester (summer excluded).

Normally, the President will only recommend a fee that requires action by the ASG to the Board of Governors if the fee was approved by the ASG Senate. Exceptions are 1) a recommendation is deemed necessary as a condition of a bonded indebtedness agreement, or 2) a recommendation is deemed critical to the institution's mission.

5. ADMINISTRATION OF FEES AND CHARGES

Budget Process for Fees and Charges:

Each fiscal year, the Budget Office will be responsible for overseeing a list of fees and charges that are currently in use and proposed for the next fiscal year. Fees should be proposed within the deadlines established by the Provost, the Vice President for Finance and Administration, and the Vice President of Enrollment

Management, Communication, and Student Affairs. Each year, the Budget Office will develop a calendar of deadlines that includes deadlines for fees. Campus units will make recommendations as to whether the fees or charges in each of their respective areas should be continued, increased, decreased, or eliminated. Cabinet will review fee proposals prior to submitting to the Board of Governors for final approval.

Publication of Fees:

The posting of the approved fee schedule on the CSU-Pueblo website constitutes notice regarding the fees.

Assessment of Fees:

Fees are assessed and collected through normal accounting procedures. No fees shall be paid directly to academic or non-academic departments or individuals unless specifically authorized. Fees may be prorated for part-time students only if stated in the proposal for the fee.

Itemization of Fees on Billing Statement:

Fees are separately identified on the University's student billing statement.

Assessing General and Administrative Costs:

Each fee shall be accounted for in the appropriate account for the type of activity associated with the fee. Fees associated with Enterprises or maintained in a separate fund shall be assessed the University's standard General and Administrative (indirect cost) assessment.

Fees Related to Bond Issues or Specific University Sponsored Programs:

Fees related to bond issues or specific University sponsored programs that are administered by University officials, will be allocated by the Vice President for Finance and Administration with the approval of the President prior to distribution of the Permanent Student Purpose Fee by the Student Fee Governing Board. Each of the specific University-sponsored programs is to have an advisory group consisting of a student majority, all of whom shall be approved by the ASG, and shall include an ASG member and faculty/staff representative(s). The advisory group will be responsible for budget review and recommendations to the Vice President for Finance and Administration. If an advisory group is not functional due to unavailability of students, the Director of the specific University-sponsored programs will submit the budget to the Vice President for Finance and Administration.

Viewpoint Neutral Criteria Related to Non-University-sponsored Programs and University Chartered Clubs and Organizations:

Non-University-sponsored programs and University chartered clubs and organizations must submit allocation requests to the SFGB for review. All decisions made by the SFGB are subject to approval by the Vice President for Finance and

Administration and the President.

The following viewpoint neutral criteria are to be used to determine the funding of the various programs/organizations:

- The program/organization provides a service or adds value to the University student community in relationship to the program's/organization's purpose;
- The program/organization has fixed expenses, such as staff, office expenses, equipment, etc.;
- The program/organization adheres to a planned budget and is accountable for its expenses and also demonstrates familiarity with applicable laws, including but not limited to those laws that apply to expenditures and use of state money;
- The program/organization presents a budget with adequate justification for the upcoming fiscal year;

Any further allocations of funds must also meet viewpoint neutral criteria.

6. COMPLAINT RESOLUTION PROCEDURE

Any student who wishes to request a financial statement of a specific student fee account in which income and expenses are detailed must make such a written request to the Vice President for Finance and Administration.

Appealing Recommendations made by the SFGB and/or the ASG Senate:

Any affected individual or program/organization may appeal the allocation decision of the SFGB and/or ASG Senate to the Vice President for Finance and Administration. Any appeal of an allocation decision must be made in writing within five working days from the date of the letter notifying the individual/program/organization of the SFGB recommendation. Within five working days of receipt of the appeal, the Vice President for Finance and Administration, in consultation with a representative of the ASG, the Provost, and the Vice President of Enrollment Management, Communication, and Student Affairs, will issue a written decision regarding the appeal. The Vice President for Finance and Administration has the authority to void the decision made by the SFGB and/or ASG Senate and may remand it back to the appropriate body for reconsideration.

Appealing Individual Charges on a Student Account:

Any student who is seeking a fee or charge waiver or has a complaint that fees or charges have been assessed against her/him inappropriately may file a written request for review with the University Controller. Such requests will be addressed through a Review Board comprised of the University Controller and two students appointed by the ASG. The recommendation of this Board will be forwarded to the Vice President for Finance and Administration, who will make the final decision on any complaint or appeal.

7. SPECIAL CONSIDERATIONS FOR REFUNDS IN TIMES OF EMERGENCY

In times of emergency, certain students (e.g., those in reserve military units, individuals with specialized skills, or firefighters) are called to provide services to the country.

Normal refund, grading, and withdrawal policies may not be applicable in such situations, and CSU-Pueblo procedures comply with CCHE Section VI, Part C, 2.03.

CSU System Treasury



CSU System Treasury Performance

Colorado State University System								
Operating Portfolio								
June 30, 2022								
						Returns		
	Market Value	Market Value	Market Value	Market Value	Gain/Loss Since	Last	Last	Last
	June 30, 2021	Dec 31, 2021	March 31, 2022	June 30, 2022	Inception	Quarter	6 months	Year
Tier 1								
State Treasury Pool *	261,485,755	380,994,461	539,363,551	448,319,106		0.35%	0.64%	1.12%
Less scoop and toss cash	(75,927,116)	(97,924,768)	(150,741,121)	(152,983,972)				
State Treasury Pool Actual	185,558,639	283,069,693	388,622,431	295,335,134				
Money Market Funds	61,443,198	61,340,276	61,332,862	61,289,392		0.07%	0.09%	0.10%
<i>3-mo T-Bill</i>						<i>0.10%</i>	<i>0.14%</i>	<i>0.17%</i>
Tier 2								
Separately Managed - BBH	59,468,485	59,347,825	57,635,390	56,895,089	1,895,089	-1.23%	-3.99%	-4.13%
<i>Bloomberg Gov/Cred 1-5 Yr</i>						<i>-1.14%</i>	<i>-4.55%</i>	<i>-5.20%</i>
Tier 3								
Fidelity 500 Index	113,688,506	126,946,972	121,103,357	101,599,898	29,399,898	-16.10%	-19.97%	10.63%
<i>S&P 500 Index</i>						<i>-16.10%</i>	<i>-19.96%</i>	<i>-10.62%</i>
Vanguard Extended Market Index	39,552,882	38,527,321	34,931,308	27,710,440	3,610,440	-20.67%	-28.08%	-29.94%
<i>Vanguard Spliced Ext Mkt Index</i>						<i>-20.68%</i>	<i>-20.09%</i>	<i>-30.00%</i>
Vanguard Total Intl Stock Index	85,374,187	88,583,732	83,202,841	72,502,726	3,902,726	-12.86%	-18.15%	-18.92%
<i>Vanguard Spliced Intl Index</i>						<i>-14.08%</i>	<i>-18.63%</i>	<i>-19.27%</i>
Separately Managed - PGIM		115,769,874	108,298,370	102,377,433	2,277,433	-5.42%	-11.49%	-11.49%
<i>Bloomberg Aggregate</i>						<i>-4.69%</i>	<i>-10.35%</i>	<i>-10.29%</i>
Total Operating Less State Treasury Pool	\$ 479,342,989	\$ 490,515,999	\$ 466,504,127	\$ 422,374,978	\$ 41,085,586	-9.43%	-13.84%	-11.82%
Total Operating Portfolio	\$ 664,901,628	\$ 773,585,692	\$ 855,126,558	\$ 717,710,112	\$ 41,085,586			
Less Rural Colorado and Student Success Initiatives					(21,000,000)			
Less Presidential Separation					(1,500,000)			
Less Interest Earnings Distributed to CSU-Fort Collins					(15,523,630)			
Total Undistributed Gain/Loss					\$ 3,061,956			
*Return represents "net credit rate" from State Treasury Pool								

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 June 30, 2022: \$422,374,978
 - -11.82% return for last year (July 2021 – June 2022)
 - -13.84% return for the last 6 months (January – June 2022)
 - -9.43% for last quarter (April – June 2022)
- The State Treasurer Pool distributed a “net credited rate” of 1.12% over the last year (July 2021 - June 2022). As of June 30, 2022, there was \$153M of scoop and toss cash at the State Treasury. Maturity of the scoop and toss debt is March 1, 2024.
- The portfolio has grown by \$41.1M from 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 \$15.5M has been distributed to CSU-Fort Collins in interest earnings, leaving \$3.1M of undistributed gains.
- Investment Advisory Committee
 - Next meeting October 26, 2022

Twenty-Third Supplemental Resolution



Twenty-Third Supplemental Resolution

- Authorizes the refunding of \$85,000,000 Series 2010B and 2010C (Build America Bonds)
 - If Congress votes to extend the bond subsidies on the Build America Bonds by December 31, 2022, no refunding will be necessary for these issuances
- Updates Master Resolution to pledge 100% of tuition revenues based on the passing of Senate Bill 22-121

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

TWENTY THIRD SUPPLEMENTAL RESOLUTION

Authorizing the issuance of one or more series of:

Board of Governors of the Colorado State University System
System Enterprise Revenue Refunding Bonds
Series 2022A

ARTICLE I
DEFINITIONS

Section 1.01.	Definitions.....	1
Section 1.02.	Construction.....	4
Section 1.03.	Successors.....	4
Section 1.04.	Parties Interested Herein.....	5
Section 1.05.	Ratification.....	5
Section 1.06.	Resolution Irrepealable.....	5
Section 1.07.	Repealer.....	5
Section 1.08.	Severability.....	5
Section 1.09.	Effective Date.....	5

ARTICLE II
AUTHORIZATION OF REFUNDING PROJECT
AND CERTAIN RELATED DOCUMENTS

Section 2.01.	Authority for Resolution.....	5
Section 2.02.	Necessity of the Refunding Project and Series 2022A Bonds.....	6
Section 2.03.	Authorization of the Refunding Project.....	6
Section 2.04.	Provision for Sale of Series 2022A Bonds and Execution of Purchase Contract.....	6
Section 2.05.	Execution of Paying Agency Agreement and Escrow Agreement.....	6
Section 2.06.	Approval and Use of Preliminary Official Statement and Official Statement; Rule 15c2-12; Continuing Disclosure Undertaking.....	6
Section 2.07.	Bond Insurance.....	7
Section 2.08.	Execution of Documents.....	7

ARTICLE III
AUTHORIZATION AND TERMS OF SERIES 2022A BONDS

Section 3.01.	Authorization of Series 2022A Bonds.....	7
Section 3.02.	Purposes.....	8
Section 3.03.	Terms of Series 2022A Bonds, Generally.....	8
Section 3.04.	Payment of Bond Requirements.....	10
Section 3.05.	Bond Form.....	10
Section 3.06.	State Tax Exemption.....	11

ARTICLE IV
REDEMPTION OF SERIES 2022A BONDS

Section 4.01.	Optional Redemption or Make Whole Redemption.....	11
Section 4.02.	Mandatory Sinking Fund.....	11
Section 4.03.	Selection of Series 2022A Bonds for Redemption.....	11
Section 4.04.	Redemption Procedures.....	11
Section 4.05.	Notice of Redemption.....	12

Table of Contents
(continued)

Page

Section 4.06. Tender and Purchase 12

ARTICLE V
ISSUANCE OF SERIES 2022A BONDS
AND USE OF SERIES 2022A BOND PROCEEDS

Section 5.01. Series 2022A Bond Preparation, Execution and Delivery 12
Section 5.02. Disposition of Series 2022A Bond Proceeds 12
Section 5.03. Purchaser Not Responsible 12

ARTICLE VI
ESTABLISHMENT OF CERTAIN ACCOUNTS

Section 6.01. Establishment of Certain Accounts 13

ARTICLE VII
FEDERAL TAX LAW MATTERS

Section 7.01. Determination of Tax Exempt or Taxable Obligations 13
Section 7.02. Prohibited Actions 13
Section 7.03. Affirmative Actions 13
Section 7.04. Tax Certificate 14

ARTICLE VIII
MISCELLANEOUS

Section 8.01. Applicability of Master Resolution 14
Section 8.02. Amendment of Definitions of Gross Revenues and Tuition Revenues 14
Section 8.03. Severability and Invalid Provisions 15
Section 8.04. Table of Contents and Section Headings Not Controlling 15

EXHIBIT A FORM OF SERIES 2022A BONDS [TO BE MODIFIED FOR EACH SERIES]

TWENTY THIRD SUPPLEMENTAL RESOLUTION

WITNESSETH:

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

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

WHEREAS, the Board has determined to authorize hereby the issuance of Bonds, in one or more series or subseries, to be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2022A” (referred to herein as the “Refunding Bonds” or the “Series 2022A Bonds”) for the purposes of (a) defraying the cost of financing the Refunding Project, as further described herein; and (b) paying certain costs relating to the issuance thereof, in accordance with and as provided by the Master Resolution and this Twenty Third Supplemental Resolution; and

WHEREAS, Senate Bill 22-121, codified in pertinent part at Section 23-5-103, Colorado Revised Statutes, as amended (“SB22-121”), authorizes the Board to pledge one hundred percent of its Tuition Revenues (as defined in the Master Resolution and as amended hereby); and

WHEREAS, pursuant to SB22-121, the Board desires to amend the definition of Gross Revenues so that one hundred percent of its Tuition Revenues (as defined in the Master Resolution and as amended hereby) are pledged under the Master Resolution;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM:

ARTICLE I

DEFINITIONS

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

“*Authorized Denomination*” shall have the meaning set forth in the Pricing Certificate.

“*Board Representative*” means the Chair of the Board, the Secretary of the Board, the Chancellor of the System, General Counsel to the System, the Chief Financial Officer of the System, the Treasurer of the System or the CSU Controller and any other officer of the System subsequently designated by the Board or the Chief Financial Officer to be the Board Representative with respect to all matters affecting the Bonds.

“*Bond Insurance Policy*” means the municipal bond new issue insurance policy issued by the Bond Insurer, if any, that guarantees payment of principal of and interest on all or a portion of the Series 2022A Bonds.

“*Bond Insurer*” means such municipal bond insurance company, if any, as shall be selected to provide credit enhancement with respect to all or any portion of the Series 2022A Bonds, as designated in the Pricing Certificate.

“*Continuing Disclosure Undertaking*” means the Continuing Disclosure Undertaking of the Board with respect to the Series 2022A Bonds authorized in Section 2.06 hereof; provided, however, that the Continuing Disclosure Undertaking may refer to multiple undertakings in the event the Series 2022A Bonds are issued in more than one series.

“*Escrow Account*” means the escrow account established by the Escrow Agreement.

“*Escrow Agent*” means Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, and its successors and assigns.

“*Escrow Agreement*” means that certain Escrow Deposit Agreement, dated as of the dated date of the Refunding Bonds, by and between the Escrow Agent and the Board; provided, however, that the Escrow Agreement may refer to multiple Escrow Agreements in the event the Refunding Bonds are issued in more than one series.

“*Expense Account*” means the account created in Section 5.02(b) hereof for each series of the Refunded Bonds.

“*Financial Consultant*” means, with respect to the Series 2022A Bonds, North Slope Capital Advisors, Denver, Colorado, in its capacity as municipal advisor, and any successor thereto.

“*Interest Payment Date*” means (a) each March 1 and September 1, commencing on the date or dates set forth in the Pricing Certificate with respect to the Series 2022A Bonds; (b) any other date or dates that interest is due and payable with respect to the Series 2022A Bonds as set forth in the Pricing Certificate with respect to the Series 2022A Bonds; and (c) the final maturity date of or any redemption date of each Series 2022A Bond.

“*Issue Date*” means the date or dates (in the event the Series 2022A Bonds are issued in more than one series) on which the Series 2022A Bonds are first delivered to the initial purchasers thereof against payment therefor.

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

“*Official Statement*” means any final Official Statement relating to the Series 2022A Bonds, including any supplements thereto; provided, however, that the Official Statement may refer to multiple Official Statements in the event the Series 2022A Bonds are issued in more than one series.

“*Paying Agency Agreement*” means the Paying Agency, Transfer Agency and Bond Registrar Agreement, by and between the Board and the Paying Agent relating to the Series 2022A Bonds; provided, however, that the Paying Agent Agreement may refer to multiple agreements in the event the Series 2022A Bonds are issued in more than one series.

“*Paying Agent*” means Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, acting as agent of the Board for the payment of the principal of, premium, if any, and interest on the Series 2022A Bonds, and any successor thereto.

“*Preliminary Official Statement*” means any Preliminary Official Statement relating to the Series 2022A Bonds, including any supplements thereto; provided, however, that the Preliminary Official Statement may refer to multiple Preliminary Official Statements in the event the Series 2022A Bonds are issued in more than one series.

“*Pricing Certificate*” means a certificate executed by the Board Representative and evidencing the determinations made pursuant to Section 3.03(b) of this Twenty Third Supplemental Resolution; provided, however, that the Pricing Certificate may refer to multiple certificates, in the event the Series 2022A Bonds are issued in more than one series, and provided further that the provisions of any Pricing Certificate shall be deemed to be incorporated into this Twenty Third Supplemental Resolution.

“*Purchase Contract*” means any purchase contract or bond purchase agreement relating to the Series 2022A Bonds between the Board and the Underwriters; provided, however, that the Purchase Contract may refer to multiple contracts or agreements in the event the Series 2022A Bonds are issued in more than one series.

“*Refunded Bonds*” means those obligations of the Board to be refunded, paid and discharged with a portion of the proceeds of one or more series of the Refunding Bonds, as designated in the applicable Pricing Certificate and, if applicable, the Escrow Agreement.

“*Refunding Bonds*” or “*Series 2022A Bonds*” means the Bonds issued in one or more series or subseries hereunder and designated as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2022A,” and as more particularly designated in the Pricing Certificate.

“*Refunding Project*” means the refunding, payment and discharge of the Refunded Bonds.

“*Registrar*” means the Paying Agent acting as agent of the Board for the registration of the Series 2022A Bonds, and any successor thereto.

“*Regular Record Date*” means the close of business on the fifteenth day (whether or not a Business Day) of the calendar month next preceding each regularly scheduled Interest Payment Date for the Series 2022A Bonds.

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

“*State*” means the State of Colorado.

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

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

“*Taxable Obligation*” means any Series 2022A Bonds the interest on which is not excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2022A Bonds, shall be determined by the Board Representative, in accordance with the Article VII hereof titled “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Tax Certificate*” means the Tax Certificate relating to the Series 2022A Bonds, executed by the Board on the date of issuance of the Series 2022A Bonds; provided, however, that the Tax Certificate may refer to multiple tax compliance certificates executed in connection with the Series 2022A Bonds.

“*Tax Exempt Obligation*” means any Series 2022A Bonds the interest on which is excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2022A Bonds, shall be determined by the Board Representative, in accordance with Article VII hereof title “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Twenty Third Supplemental Resolution*” means this Twenty Third Supplemental Resolution adopted by the Board on October 7, 2022.

“*Underwriters*” means, in the determination of the Board, any combination of investment banking firms, financial institutions or commercial banks selected by the Board, acting as underwriters, direct purchasers or lenders in connection with the sale of the Series 2022A Bonds.

Section 1.02. Construction. This Twenty Third Supplemental Resolution shall be construed as follows:

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

(b) Any Series 2022A Bond held by the Board shall not be deemed to be Outstanding for the purpose of redemption, for the purpose of consents hereunder or for any other purpose.

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

Section 1.04. Parties Interested Herein. Except as otherwise expressly provided in the Resolution, nothing expressed or implied in the Resolution is intended or shall be construed to confer upon or to give to any Person, other than the System, the Board, the Paying Agent, the Bond Insurer, if any, and the owners from time to time of the Series 2022A Bonds, any right, remedy or claim under or by reason hereof or any covenant, condition or stipulation hereof. All the covenants, stipulations, promises and agreements set forth herein by and on behalf of the System shall be for the sole and exclusive benefit of the System, the Board, the Paying Agent, the Bond Insurer, if any, and the owners from time to time of the Series 2022A Bonds.

Section 1.05. Ratification. All action heretofore taken (not inconsistent with the provisions of the Resolution) by the officers of the Board, the officers of the System, the Financial Consultant, and otherwise by the Board directed toward the Refunding Project and the issuance, sale and delivery of the Series 2022A Bonds for such purposes, be, and the same hereby is, ratified, approved and confirmed, including, without limitation, the sale of the Series 2022A Bonds as provided in the Purchase Contract and the preparation and distribution of the Preliminary Official Statement and final Official Statement in connection therewith.

Section 1.06. Resolution Irrepealable. After any Series 2022A Bonds are issued, the Resolution shall constitute an irrevocable contract between the Board and owners of the Series 2022A Bonds; and the Resolution shall be and remain irrepealable until the Series 2022A Bonds and the interest thereon shall be fully paid, as herein provided.

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

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

Section 1.09. Effective Date. This Twenty Third Supplemental Resolution shall become effective immediately upon its passage. Pursuant to the Supplemental Public Securities Act, the Board by subsequent action may renew this Twenty Third Supplemental Resolution on an annual basis by amending and/or extending the effective date.

ARTICLE II

AUTHORIZATION OF REFUNDING PROJECT AND CERTAIN RELATED DOCUMENTS

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

Section 2.02. Necessity of the Refunding Project and Series 2022A Bonds. It is necessary and in the best interests of the Board and the System that the Board undertake the Refunding Project as herein authorized and obtain funds therefor by issuing the Series 2022A Bonds; and the Board hereby so determines and declares.

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

In addition, the Board hereby determines that (a) the limitations and requirements imposed by the Master Resolution for the issuance of Bonds have been met and (b) the Refunding Project is hereby authorized.

The Board hereby determines that the Refunding Project will accomplish certain economies advantageous to the Board and the System.

Section 2.04. Provision for Sale of Series 2022A Bonds and Execution of Purchase Contract. The Board Representative and the officers of the Board, or any of them, are hereby authorized, for and on behalf of the Board, to accept and execute the Purchase Contract submitted by the Underwriters for the purchase of the Series 2022A Bonds, in substantially the form filed with the Board on or following the date of adoption of this Twenty Third Supplemental Resolution, bearing interest at the rates therein designated and otherwise upon the terms and conditions provided in this Twenty Third Supplemental Resolution, the Pricing Certificate and such Purchase Contract.

Section 2.05. Execution of Paying Agency Agreement and Escrow Agreement. The appropriate officers of the Board, as designated in the Paying Agency Agreement and Escrow Agreement, are hereby authorized to complete and execute the Paying Agency Agreement and Escrow Agreement on behalf of and in the name of the Board, in substantially the forms filed with the Board following the date of adoption of this Twenty Third Supplemental Resolution.

Section 2.06. Approval and Use of Preliminary Official Statement and Official Statement; Rule 15c2-12; Continuing Disclosure Undertaking. The distribution and use of a Preliminary Official Statement relating to the Series 2022A Bonds, in substantially the form filed with the Board on or following the date of adoption of this Twenty Third Supplemental Resolution, is hereby approved with such changes as may be necessary for the sale of the Series 2022A Bonds. The Chair of the Board, the Chancellor of the System and/or the Board Representative is each hereby authorized, directed and empowered to determine when such Preliminary Official Statement may be deemed final within the meaning of Securities and Exchange Rule 15c2-12, subject to permitted omissions, and thereupon to give a certificate to such effect. The Chair of the Board, the Chancellor of the System and/or the Board Representative is each hereby authorized to execute and deliver the final Official Statement relating to the Series 2022A Bonds and the Underwriters may thereafter distribute the same. The appropriate officers of the Board and the System are hereby authorized to complete and execute the Continuing Disclosure Undertaking on

behalf of and in the name of the Board, in substantially the form attached to the Preliminary Official Statement.

Section 2.07. Bond Insurance. In the event that it is determined to obtain a municipal bond insurance policy insuring the payment when due of the principal of and interest on all or a portion of the Series 2022A Bonds, as provided in Section 3.03(b)(ii) hereof and the Pricing Certificate, the completion, execution and delivery of all documents relating to and required or necessary in connection with such municipal bond insurance policy by the appropriate officers of the Board and the System are hereby authorized and approved. To the extent provided therein, the provisions of any agreement between the Board and the Bond Insurer, as contemplated in this Section 2.08, shall be deemed to be incorporated in this Twenty Third Supplemental Resolution and shall be enforceable as if set forth herein.

Section 2.08. Execution of Documents. The following individuals, namely: the Chair of the Board, the Secretary of the Board, the Chancellor of the System, General Counsel to the System, the Chief Financial Officer of the System, the Treasurer of the System and the CSU Controller (and any other officers authorized by law to act on their behalf in their absence) are hereby each authorized to execute and deliver, this Twenty Third Supplemental Resolution, and, as appropriate in connection with each series of Series 2022A Bonds issued hereunder, the Purchase Contract, the Pricing Certificate, the Paying Agency Agreement, the Escrow Agreement, the Continuing Disclosure Undertaking, the Official Statement, any documents required in connection with any Credit Enhanced Bonds, and any other documents or certificates necessary or appropriate to close the sale of the Series 2022A Bonds and all related transactions and to take any action with respect to any matter required to accomplish the same.

In the event that any Board Representative or any other officer that is authorized or directed to execute any agreement, assignment, instrument, document or certificate, including the Series 2022A Bonds, in accordance with this Twenty Third Supplemental Resolution (collectively, the “Authorized Documents”) is not able to be physically present to manually sign any such Authorized Document, such individual or individuals are hereby authorized to execute Authorized Documents electronically via facsimile or email signature. Any electronic signature so affixed to any Authorized Document shall carry the full legal force and effect of any original, handwritten signature. This provision is made pursuant to Article 71.3 of Title 24, C.R.S., also known as the Uniform Electronic Transactions Act.

ARTICLE III

AUTHORIZATION AND TERMS OF SERIES 2022A BONDS

Section 3.01. Authorization of Series 2022A Bonds. Pursuant to the provisions of the Master Resolution, there is hereby authorized the borrowing of funds, and to evidence such borrowing there are hereby authorized one or more series Bonds of the Board designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2022A,” or as more particularly designated in the Pricing Certificate, including the year of issuance. If, in accordance with the Article VII titled “FEDERAL TAX LAW MATTERS,” the Board Representative shall determine that any series of Series 2022A Bonds shall constitute a Taxable Obligation, the title of such series shall further include the following:

“Taxable.” The full title of any and all series of bonds issued hereunder shall be determined by the Board Representative in accordance with the foregoing, and shall be set forth in the Pricing Certificate.

Section 3.02. Purposes. The Series 2022A Bonds are authorized for the purposes of funding the Refunding Project and paying certain costs of issuance relating to the Series 2022A Bonds, all as more specifically provided in Article V hereof.

Section 3.03. Terms of Series 2022A Bonds, Generally.

(a) **Registered Form; Numbers and Date.** The Series 2022A Bonds shall be issued in fully registered form and shall be numbered from one upward in consecutive numerical order preceded by the letter “R.” The registered Owner of all Series 2022A Bonds shall be a Securities Depository in accordance with the Master Resolution. The Series 2022A Bonds shall be dated the Issue Date.

(b) **Principal Amounts; Maturities; Interest Rates.** The Series 2022A Bonds shall mature, subject to the right of prior redemption as provided in Article IV hereof, on the dates and in the aggregate principal amounts, and shall bear interest, payable on each Interest Payment Date, as provided below:

(i) **Parameters.** Any Series 2022A Bonds, issued in one or more series or subseries, shall be issued in an aggregate principal amount not to exceed \$85,000,000 for the Refunding Project. Any Series 2022A Bonds, issued in one or more series or subseries as fixed rate obligations, shall bear interest at such taxable and/or tax exempt rate or rates resulting in a true interest cost not exceeding 6.25% with respect to any debt issued hereunder. Notwithstanding the foregoing, Credit Enhanced Bonds or Series 2022A Bonds issued with a variable, adjustable, convertible or similar interest rate may have a maximum interest rate not in excess of 18% per annum. Any Series 2022A Bonds may mature as term bonds or serial bonds, or both, not later than March 1, 2062.

(ii) **Delegated Powers.** The Board Representative is authorized, without further approval of the Board, to make any and all determinations listed in Section 11-57-205(1), Colorado Revised Statutes, as amended, provided such determinations are not inconsistent with the standards set forth in this Twenty Third Supplemental Resolution. In furtherance thereof, the Board Representative is hereby authorized, without further approval of the Board, to determine in conformity with the standards set forth in this Twenty Third Supplemental Resolution and after the Series 2022A Bonds have been priced in the market: (A) the final designation of one or more series or subseries of the Series 2022A Bonds; (B) the principal amount of each series or subseries of the Series 2022A Bonds; (C) the coupon interest rate or rates (whether fixed or variable, adjustable, convertible or similar interest rate) on the Series 2022A Bonds; (D) the maturity or maturities of the Series 2022A Bonds (any of which may include Series 2022A Bonds bearing different

interest rates) and the amount and date of any mandatory sinking fund redemption; (E) provisions for the optional, mandatory or extraordinary redemption or tender of any or all of the Series 2022A Bonds prior to maturity; (F) the purchase price of the Series 2022A Bonds; (G) whether the Series 2022A Bonds will constitute Tax Exempt Obligations, Taxable Obligations, and the other matters set forth in Article VII hereof entitled “FEDERAL TAX LAW MATTERS”; (H) whether or not to utilize bond insurance, a Credit Facility or a debt service reserve policy for the Series 2022A Bonds and the execution of all agreements, documents and certificates in connection therewith; (I) whether or not the Series 2022A Bonds will be sold pursuant to a negotiated sale, a competitive sale or direct placement; all as may be necessary to effect the Refunding Project in a manner consistent with this Twenty Third Supplemental Resolution; including the estimated true interest cost of the Series 2022A Bonds and the Underwriter’s or purchaser’s discount or fee relating to the Series 2022A Bonds; (J) which Outstanding Bonds, if any, will be refunded; and (K) whether or not to qualify any of the Series 2022A Bonds under the State Intercept Program. The Board Representative is also authorized, without further approval of the Board to appoint a different Paying Agent or Escrow Agent that are named herein if that is determined by the Board Representative to be favorable to the Board. The determinations described herein shall be evidenced by a Pricing Certificate filed with the Board, and except as otherwise expressly provided herein or in the Master Resolution, the terms of the Series 2022A Bonds shall be as set forth in the Pricing Certificate and incorporated by reference into this Twenty Third Supplemental Resolution.

(c) ***Authorized Denominations.*** The Series 2022A Bonds shall be issued in Authorized Denominations.

(d) ***Computation of Interest.*** Each Series 2022A Bond shall bear interest at the applicable rate in accordance with Section 3.03(b) hereof, (i) from the date of authentication, if authenticated on an Interest Payment Date to which interest has been paid or duly provided for; or (ii) from the last preceding Interest Payment Date to which interest has been paid or duly provided for (or the Issue Date if no interest thereon has been paid or duly provided for) in all other cases. The amount of interest so payable on Series 2022A Bonds on any Interest Payment Date shall be computed on the basis of a 360-day year of twelve 30-day months, unless an alternative computational convention is set forth in the Pricing Certificate.

(e) ***Appointment of Escrow Agent and Paying Agent and Registrar.*** Zions Bancorporation, National Association (formerly, Zions First National Bank), is hereby appointed the Escrow Agent and Zions Bancorporation, National Association (formerly, Zions First National Bank) is hereby appointed the Paying Agent.

Section 3.04. Payment of Bond Requirements.

(a) ***Principal and Final Interest.*** The principal or Redemption Price of and the final interest payment on any Series 2022A Bond shall be payable to the owner thereof as shown on the registration books maintained by the Registrar upon maturity or prior redemption thereof and upon presentation and surrender at the principal office of the Paying Agent. If any Series 2022A Bond shall not be paid upon such presentation and surrender at or after maturity, it shall continue to draw interest (but without compounding of interest) at the rate borne by it until the principal thereof is paid in full.

(b) ***Interest.*** The interest due on any Series 2022A Bond on any Interest Payment Date shall be paid to the owner thereof, as shown on the registration books kept by the Registrar at the close of business on the Regular Record Date. Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the owner of such Series 2022A Bond on the Regular Record Date and shall be payable to the person who is the owner of such Series 2022A Bond at the close of business on a Special Record Date for the payment of any such defaulted interest. Such Special Record Date shall be fixed in accordance with Section 3.10 of the Master Resolution.

(c) ***Payment of Interest.*** All payments of interest on any Series 2022A Bond shall be paid to the person entitled thereto pursuant to Section 3.04(b) above by check mailed on the Interest Payment Date to his or her address as it appears on the registration books kept by the Registrar (or, in the case of defaulted interest, the date selected by the Registrar for the payment of such defaulted interest), or, at the option of any owner of \$1,000,000 or more in principal amount of Series 2022A Bonds, by wire transfer on such date to a bank within the continental United States as directed by such owner.

(d) ***State Intercept Program.*** The Board may elect to utilize the State Intercept Program for all or a portion of the Refunding Project. The final determination of which Series 2022A Bonds (and any series thereof) are subject to the State Intercept Program shall be set forth in the Pricing Certificate. The Board is hereby directed to file with the State Treasurer a copy of this Twenty Third Supplemental Resolution, the Pricing Certificate and the Official Statement. The Board shall also make such filings as are required by the State Intercept Act. The Board hereby directs the Board Representative to take all action necessary to comply with the provisions of the State Intercept Act and qualify the Series 2022A Bonds for the State Intercept Program. In the event that payments of the principal of and interest on the Series 2022A Bonds are made by the State Treasurer pursuant to the provisions of the State Intercept Program, the Board hereby agrees that, to the extent such amounts paid by the State Treasurer have not been recovered by the State Treasurer from the sources set forth in Section 23-5-139(3) of the State Intercept Act, the Board shall, solely from Net Revenues remaining in the Revenue Fund and that are available for such purpose, pay to the State Treasurer an amount equal to the principal and interest payments made by the State Treasurer, less any such amounts previously recovered by or paid to the State Treasurer.

Section 3.05. Bond Form. Subject to the provisions of this Twenty Third Supplemental Resolution, the Series 2022A Bonds shall be in substantially the form set forth in Exhibit A hereto,

with such omissions, insertions, endorsements and variations as to any recitals of fact or other provisions as may be required by the circumstances, be required or permitted by the Master Resolution, or be consistent with the Master Resolution.

Section 3.06. State Tax Exemption. Pursuant to Section 23-5-105, Colorado Revised Statutes, as amended, the Series 2022A Bonds, their transfer, and the income therefrom shall forever be and remain free and exempt from taxation by the State or any subdivision thereof.

ARTICLE IV

REDEMPTION OF SERIES 2022A BONDS

Section 4.01. Optional Redemption or Make Whole Redemption. The Series 2022A Bonds shall be subject to redemption prior to maturity at the option of the Board or make whole redemption, if at all, on the dates and at the Redemption Prices as set forth in the Pricing Certificate.

Section 4.02. Mandatory Sinking Fund. The Series 2022A Bonds shall be subject to mandatory sinking fund redemption, if at all, on the dates and in the principal amounts as set forth in the Pricing Certificate.

Section 4.03. Selection of Series 2022A Bonds for Redemption. If less than all of the Series 2022A Bonds are called for prior redemption hereunder, the Series 2022A Bonds or portions to be redeemed shall be redeemed in such order of maturities as shall be specified by the Board. If less than all Series 2022A Bonds or portions thereof of a single maturity and rate are to be redeemed, they shall be selected by lot in such manner as the Paying Agent may determine. In the case of a Series 2022A Bond of a denomination larger than an Authorized Denomination, such Series 2022A Bond may be redeemed only in principal amounts equal to any integral multiple of the minimum Authorized Denomination. In the event a portion of any Series 2022A Bonds is so redeemed, the Registrar shall, without charge to the owner of such Series 2022A Bond, authenticate a replacement Series 2022A Bond for the unredeemed portion thereof.

Section 4.04. Redemption Procedures. Except as otherwise provided herein, the Series 2022A Bonds shall be called for prior redemption and shall be paid by the Paying Agent upon notice as provided in Section 4.05 hereof. The Registrar shall not be required to transfer or exchange any Series 2022A Bond after notice of the redemption of such Series 2022A Bond has been given (except the unredeemed portion of such Series 2022A Bond, if redeemed in part) or to transfer or exchange any Series 2022A Bond during the period of 15 days next preceding the day such notice is given.

In addition, the Registrar is hereby authorized to comply with any operational procedures and requirements of the Securities Depository relating to redemption of Series 2022A Bonds and notice thereof. The Board and the Registrar shall have no responsibility or obligation with respect to the accuracy of the records of the Securities Depository or a nominee therefor or any Participant of such Securities Depository with respect to any ownership interest in the Series 2022A Bonds or the delivery to any Participant, beneficial owner or any other person (except to a registered owner

of the Series 2022A Bonds) of any notice with respect to the Series 2022A Bonds, including any notice of redemption.

Section 4.05. Notice of Redemption. The Registrar shall cause notice of the redemption of the Series 2022A Bonds being redeemed under this Article IV to be given in the form and manner described in Section 3.07 of the Master Resolution not less than 30 days nor more than 60 days prior to the redemption date.

Section 4.06. Tender and Purchase. The Series 2022A Bonds shall be subject to tender and purchase prior to maturity at the option of the Board, if at all, on the dates, in the manner and at the prices as set forth in the Pricing Certificate.

ARTICLE V

ISSUANCE OF SERIES 2022A BONDS AND USE OF SERIES 2022A BOND PROCEEDS

Section 5.01. Series 2022A Bond Preparation, Execution and Delivery. The officers of the Board and the System designated in this Twenty Third Supplemental Resolution are hereby authorized and directed to prepare and to execute the Series 2022A Bonds, as herein provided. When the Series 2022A Bonds have been duly executed, the Board Representative shall deliver them to the Underwriters upon receipt of the agreed purchase price.

Section 5.02. Disposition of Series 2022A Bond Proceeds. The proceeds of the Series 2022A Bonds, upon the receipt thereof, shall be accounted for in the following manner and priority and are hereby pledged therefor:

(a) ***Escrow Account.*** First, from the proceeds of the Refunding Bonds there shall be deposited with the Escrow Agent in the Escrow Account under the Escrow Agreement an amount sufficient to accomplish the Refunding Project as set forth in the Pricing Certificate and the Escrow Agreement.

(b) ***Expense Account.*** Third, from the proceeds of the Series 2022A Bonds, there shall be deposited to the credit of a separate account, hereby created (the “Expense Account”), which Expense Account shall be under the control of the Board, all remaining amounts of proceeds of the Series 2022A Bonds. From such Expense Account, the Board shall be authorized to pay all expenses associated with the issuance of the Series 2022A Bonds. Any moneys remaining in the Expense Account six months after the date of issuance of the Series 2022A Bonds shall be transferred as directed by the Board Representative.

Section 5.03. Purchaser Not Responsible. The Underwriters, any associate thereof, and any subsequent owner of any Series 2022A Bond shall in no manner be responsible for the application or disposal by the Board or by any System officer or any other employee or agent of the Board or System of the moneys derived from the sale of the Series 2022A Bonds or of any other moneys herein designated.

ARTICLE VI

ESTABLISHMENT OF CERTAIN ACCOUNTS

Section 6.01. Establishment of Certain Accounts. In accordance with Section 5.01 of the Master Resolution, the Board hereby creates and establishes the following accounts in respect of the Series 2022A Bonds: (a) within the Debt Service Fund, an “Interest Account” and a “Principal Account” for each series of Series 2022A Bonds; and (b) within the Rebate Fund, a “Rebate Account” for each series of Series 2022A Bonds. Such accounts shall be maintained and applied as provided in (i) Section 5.06 of the Master Resolution, with respect to each Interest Account and Principal Account; and (ii) Sections 5.11 through 5.13 of the Master Resolution, with respect to each Rebate Account. The Board authorizes the creation of the Escrow Account with the Escrow Agent under the Escrow Agreement for each series of Refunded Bonds.

ARTICLE VII

FEDERAL TAX LAW MATTERS

Section 7.01. Determination of Tax Exempt or Taxable Obligations. All or any portion of the Series 2022A Bonds is authorized to be issued as a Tax Exempt Obligation or a Taxable Obligation. The Board hereby delegates to the Board Representative the authority to determine what, if any, portion of the Series 2022A Bonds shall constitute a Tax Exempt Obligation, and what, if any, portion of the Series 2022A Bonds shall constitute a Taxable Obligation which determinations shall be set forth in the applicable Pricing Certificate. To the extent that any portion of the Series 2022A Bonds shall constitute Tax Exempt Obligations, for purposes of ensuring that the interest on the Tax Exempt Obligations is and remains excluded from gross income for federal income tax purposes, the Board makes the covenants set forth in Sections 7.02 through 7.04 of this Article VII. In the event that, as determined by the Board Representative and set forth in the Pricing Certificate, no portion of the Series 2022A Bonds constitutes Tax Exempt Obligations, Sections 7.02 through 7.04 of this Article VII shall be of no force or effect.

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

Section 7.03. Affirmative Actions. The Board will at all times do and perform all acts permitted by law that are necessary in order to assure that interest paid by the Board on the Tax Exempt Obligations shall not be includible in gross income for federal income tax purposes under the Code or any other valid provision of law. In particular, but without limitation, the Board represents, warrants and covenants to comply with the following unless it receives an opinion of Bond Counsel stating that such compliance is not necessary: (a) gross proceeds of the Tax Exempt Obligations will not be used in a manner that will cause the Series 2022A Bonds to be considered “private activity bonds” within the meaning of the Code; (b) the Tax Exempt Obligations are not

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

Section 7.04. Tax Certificate. The Board will comply with the Tax Certificate delivered to it on the date of issuance of any Series 2022A Bonds constituting Tax Exempt Obligations, including but not limited to the provisions of the Tax Certificate regarding the application and investment of proceeds of such Series 2022A Bonds, the calculations, the deposits, the disbursements, the investments and the retention of records described in the Tax Certificate; provided that, in the event the original Tax Certificate is superseded or amended by a new Tax Certificate drafted by, and accompanied by an opinion of Bond Counsel stating that the use of the new Tax Certificate will not cause the interest on such Series 2022A Bonds to become includible in gross income for federal income tax purposes, the Board will thereafter comply with the new Tax Certificate.

ARTICLE VIII

MISCELLANEOUS

Section 8.01. Applicability of Master Resolution. Except as otherwise provided herein, the provisions of the Master Resolution govern the Series 2022A Bonds and the Refunding Project. The rights, undertakings, covenants, agreements, obligations, warranties, and representations of the Board set forth in the Master Resolution shall in respect of the Series 2022A Bonds be deemed the rights, undertakings, covenants, agreements, obligations, warranties and representations of the Board.

Section 8.02. Amendment of Definitions of Gross Revenues and Tuition Revenues. The definitions of Gross Revenues and Tuition Revenues in the Master Resolution are hereby amended and restated in their entirety as follows:

“*Gross Revenues*” means (a) all income and revenues derived by the System Enterprise from the Facilities, whether resulting from an original Facility or from improvements, extensions, enlargements, repairs or betterments thereto, replacements thereof or otherwise; (b) the Student Fees; (c) all revenues constituting rents or charges for the use of CSU buildings and facilities for research, including (i) all revenues derived by CSU from the operation of the Research Facilities, whether resulting from an original Research Facility or from improvements, extensions, enlargements, repairs or betterments thereto, replacements thereof or otherwise, including insurance proceeds; and (ii) amounts accruing to CSU from “overhead” charges on research contracts performed under the auspices of CSU within the Research Facilities or within all other facilities of the System located at the CSU campus; (d) investment earnings on moneys in the Research Revolving Fund and on moneys attributable to the Facilities; (e) 100% of Tuition Revenues received by the System Enterprise; (f) all revenues derived by the System Enterprise from the Facilities Construction Fees; (g) all net revenues of Canvas Stadium; and (h) such other income, fees and revenues as the Board hereafter determines, by resolution and without further consideration from the owners of the Bonds, to include in Gross Revenues, pursuant to law then in effect and not in conflict with the provisions and limitations of the Master Resolution or any Supplemental Resolution. The term Gross Revenues does not however, include (A) any Released

Revenues in respect of which there have been filed with the Secretary of the Board the documents contemplated in the definition of “Released Revenues,” or (B) any general fund moneys appropriated by the State General Assembly or any moneys derived from any general (ad valorem) tax levied against property by the State or any instrumentality thereof.

“*Tuition Revenues*” means charges to students for the provision of general instruction by the System, whether collected or accrued.

Section 8.03. Severability and Invalid Provisions. If any one or more of the covenants or agreements provided in this Twenty Third Supplemental Resolution on the part of the Board to be performed should be contrary to law, then such covenant or covenants or agreement or agreements shall be deemed severable from the remaining covenants and agreements and shall in no way affect the validity of the other provisions of this Twenty Third Supplemental Resolution.

Section 8.04. Table of Contents and Section Headings Not Controlling. The Table of Contents and the headings of the several Articles and Sections of this Twenty Third Supplemental Resolution have been prepared for convenience of reference only and shall not control, affect the meaning of, or be taken as an interpretation of any provision of this Twenty Third Supplemental Resolution.

ADOPTED AND APPROVED as of October 7, 2022.

[SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____
Chair of the Board

ATTEST:

By _____
Secretary

[Signature Page to Twenty Third Supplemental Resolution]

EXHIBIT A

FORM OF SERIES 2022A BONDS [TO BE MODIFIED FOR EACH SERIES]

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

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

**UNITED STATES OF AMERICA
STATE OF COLORADO**

**BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM
SYSTEM ENTERPRISE REVENUE REFUNDING BONDS
SERIES 2022A**

No. R- _____ \$ _____

Interest Rate (Per Annum)	Maturity Date	Dated as of	CUSIP
_____ %	March 1, _____	_____, _____	_____

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT: _____ DOLLARS

The Board of Governors of the Colorado State University System (the “Board” and the “System,” respectively), being a body corporate under the laws of the State of Colorado (the “State”), for value received, hereby promises to pay to the registered owner specified above or registered assigns solely from the special funds provided therefor, the principal amount specified above, on the maturity date specified above (unless called for earlier redemption), and to pay from such special funds interest thereon on March 1 and September 1 of each year (each an “Interest Payment Date”), commencing on March 1, 2023 at the interest rate per annum specified above, until the principal sum is paid or payment has been provided. This Series 2022A Bond (as hereinafter defined) will bear interest from the most recent Interest Payment Date to which interest has been paid or provided for, or, if no interest has been paid, from the date of this Series 2022A

Bond. The principal of and premium, if any, on this Series 2022A Bond are payable upon presentation and surrender hereof at the principal office of the Board's paying agent for the Series 2022A Bonds (the "Paying Agent"), initially Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado. The Paying Agent's principal office for such payment shall be in Denver, Colorado. Interest on this Series 2022A Bond will be paid on each Interest Payment Date (or, if such Interest Payment Date is not a business day, on the next succeeding business day), by check or draft mailed to the person in whose name this Series 2022A Bond is registered (the "registered owner") in the registration records of the Board maintained by the Board's registrar for the Series 2022A Bonds (the "Registrar"), initially Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, and at the address appearing thereon at the close of business on the fifteenth day of the calendar month next preceding such Interest Payment Date (the "Regular Record Date"). Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the registered owner hereof at the close of business on the Regular Record Date and shall be payable to the person who is the registered owner thereof at the close of business on a Special Record Date (as described in the resolution of the Board authorizing the issuance of this Series 2022A Bond; herein the "Resolution"), for the payment of any defaulted interest. Such Special Record Date shall be fixed by the Registrar whenever moneys become available for payment of the defaulted interest, and notice of the Special Record Date shall be given to the registered owners of the bonds of the series of which this is one not less than 10 days prior thereto. Alternative means of payment of interest may be used if mutually agreed to between the owner of any Series 2022A Bond and the Paying Agent, as provided in the Resolution. All such payments shall be made in lawful money of the United States of America without deduction for the services of the Registrar or Paying Agent. Any capitalized term used herein shall have the same meaning as is ascribed thereto in the Master Resolution, dated June 20, 2007, as amended and supplemented and the Twenty Third Supplemental Resolution, dated October 7, 2022, as amended and supplemented.

This bond is one of an authorized series of bonds issued under the Resolution designated the Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2022A in the aggregate principal amount of \$[] (the "Series 2022A Bonds").

This Series 2022A Bond is financing the Refunding Project (as described in the Resolution).

It is hereby certified that all acts, conditions and things required to be done precedent to and in the issuance of this Series 2022A Bond and the series of which it is a part have been properly done, have happened, and have been performed in regular and due time, form and manner as required by the Constitution and laws of the State and the proceedings herein mentioned, and that this series of bonds does not exceed any constitutional or statutory limitation.

This Series 2022A Bond shall not be valid or obligatory for any purpose until the Registrar shall have manually signed the certificate of authentication hereon.

The Series 2022A Bonds are issuable solely as fully registered bonds in denominations of \$5,000 and any integral multiple thereof and are exchangeable for fully registered Series 2022A Bonds of the same maturity in equal aggregate principal amounts and in authorized denominations

at the aforesaid office of the Registrar but only in the manner, subject to the limitations, and on payment of the charges provided in the Resolution.

The Registrar will not be required to transfer or exchange (a) any Series 2022A Bond subject to redemption during a period beginning at the opening of business 15 days before the day of the mailing by the Registrar of a notice of prior redemption of Series 2022A Bonds and ending at the close of business on the day of such mailing, or (b) any Series 2022A Bond after the mailing of notice calling such Series 2022A Bond or any portion thereof for prior redemption.

[The Series 2022A Bonds or portions thereof maturing on and after March 1, 20___, are subject to redemption prior to their respective maturities, at the option of the Board, on or after March 1, 20___, in whole or in part at any time, in such order of maturities as the Board shall determine and by lot within a maturity, in integral multiples of \$5,000 (giving proportionate weight to Series 2022A Bonds in denominations larger than \$5,000), in such manner as the Paying Agent may determine, at a redemption price equal to ___% of the principal amount of each Series 2022A Bond or portion thereof so redeemed plus accrued interest thereon to the redemption date.]

The Series 2022A Bonds are subject to mandatory sinking fund redemption as provided in the Pricing Certificate.

In the case of a Series 2022A Bond of a denomination larger than \$5,000, a portion of such Series 2022A Bond (\$5,000 or any integral multiple thereof) may be redeemed, in which case the Registrar shall, without charge to the owner of such Series 2022A Bond, authenticate and issue a replacement Series 2022A Bond or Bonds for the unredeemed portion thereof. Redemption shall be made upon not less than 30 days' prior mailed notice to each registered owner as shown on the registration records maintained by the Registrar, as provided in the Resolution.

This Series 2022A Bond is fully transferable by the registered owner hereof in person or by his duly authorized attorney on the registration records maintained by the Registrar upon surrender of this Series 2022A Bond together with a duly executed written instrument of transfer satisfactory to the Registrar. Upon such transfer a new fully registered Series 2022A Bond or Series 2022A Bonds of authorized denomination or denominations of the same aggregate principal amount and maturity will be issued to the transferee in exchange for this Series 2022A Bond, subject to such terms and conditions as set forth in the Resolution. The Board, Registrar and Paying Agent may deem and treat the person in whose name this Series 2022A Bond is registered as the absolute owner hereof for the purpose of making payment (except to the extent otherwise provided hereinabove and in the Resolution with respect to Regular and Special Record Dates for the payment of interest) and for all other purposes and the Board and Paying Agent and Registrar shall be not affected by notice to the contrary.

The Series 2022A Bonds are being issued to finance the Refunding Project.

[The Series 2022A Bonds qualify for the Higher Education Revenue Bond Intercept Program ("State Intercept Program"), enacted by the State on June 4, 2008, established pursuant to S.B. 08-245, Section 23-5-139, Colorado Revised Statutes, as amended, and provides for the payment by the State Treasurer of principal of and interest due with respect to revenue bonds

issued by state supported institutions of higher education if such an institution will not make the payment by the date on which it is due.]

The Series 2022A Bonds are issued by the Board as authorized by and pursuant to the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Refunding Act, the Research Building Fund Act, the State Intercept Act (if applicable), the Supplemental Public Securities Act, and applicable provisions of the Code.

This Series 2022A Bond does not constitute a debt or an indebtedness of the State, the Board or the System within the meaning of any constitutional or statutory provision or limitation, shall not be considered or held to be a liability or general obligation of the State, the Board or the System, and is payable and collectible as an obligation of the Board solely out of the net revenues (including Student Fees) (the “Net Revenues”) to be derived from the operation of certain revenue-producing Facilities and Research Facilities, as well as certain Tuition Revenues, as such Net Revenues, Student Fees, Facilities, Research Facilities and Tuition Revenues are defined in the Resolution. The owner hereof may not look to any general or other fund of the State or the System for the payment of the principal of, premium, if any, and interest on this obligation, except the special funds pledged therefor.

Payment of the Series 2022A Bonds and the interest thereon shall be made from, and as security for such payment there is pledged pursuant to the Resolution, a special fund identified as the “System Enterprise Debt Service Fund” (the “Debt Service Fund”), into which fund the Board covenants to pay from the Net Revenues moneys sufficient to pay when due the principal of, premium, if any, and interest on the Series 2022A Bonds. The Series 2022A Bonds constitute an irrevocable lien on the Net Revenues and are being issued on parity with the Board’s Outstanding Parity Obligations (as defined in the Resolution). Outstanding Obligations in addition to the Series 2022A Bonds, subject to expressed conditions, may be issued and made payable from the Net Revenues and having a lien thereon subordinate and junior to the lien, or subject to additional expressed conditions, having a lien thereon on a parity with the lien thereon of the Series 2022A Bonds, as provided in the Resolution.

Reference is made to the Resolution and any and all modifications and amendments thereof and to the designated statutes for the provisions, among others, with respect to the custody and application of the proceeds of the Series 2022A Bonds, for a description of the nature and extent of the security for the Series 2022A Bonds, the funds or revenues pledged, the nature and extent and manner of enforcement of the pledge, the rights and remedies of the owners of the Series 2022A Bonds with respect thereto, the terms and conditions upon which the Series 2022A Bonds are issued, and a statement of rights, duties, immunities and obligations of the Board and the rights of the owners of the Series 2022A Bonds.

To the extent and in the respects permitted by the Resolution, the provisions of the Resolution or any resolution amendatory thereof or supplemental thereto may be modified or amended by action on behalf of the Board taken in the manner and subject to the conditions and exceptions prescribed in the Resolution. The pledge of the Net Revenues and other duties of the Board under the Resolution may be discharged at or prior to the maturity or redemption of the Series 2022A Bonds upon the making of provision for the payment thereof on the terms and conditions set forth in the Resolution.

The Board covenants and agrees with the owner of this Series 2022A Bond and with each and every person who may become the owner hereof that it will keep and perform all of the covenants of the Resolution.

When all principal of, premium, if any, and interest on the Series 2022A Bonds, or any portion thereof, have been duly paid, the pledge and lien of all obligations hereunder shall thereby be discharged as to such issue or part of such issue and such issue or part of such issue shall no longer be deemed to be Outstanding within the meaning hereof. There shall be deemed to be such due payment if the Board has placed in escrow or in trust with a trust bank exercising trust powers, an amount sufficient (including the known minimum yield available for such purpose from federal securities in which such amount wholly or in part may be initially invested) to meet all requirements of principal of, premium, if any, and interest on the securities issue, as such requirements become due to their final maturities or upon any designated redemption dates. The federal securities shall become due prior to the respective times on which the proceeds thereof shall be needed, in accordance with a schedule established and agreed upon between the Board and such trust bank at the time of the creation of the escrow or trust, or the federal securities shall be subject to redemption at the option of the holders thereof to assure such availability as so needed to meet such schedule.

No recourse shall be had for the payment of the principal of, premium if any, and interest on this Series 2022A Bond or for any claim based thereon or otherwise in respect to the Resolution against any individual member of the Board, past, present or future, either directly or through the Board or the System, or through any successor body corporate of either, whether by virtue of any constitution, statute or rule of law, or by the enforcement of any penalty or otherwise, all such liability, if any, being by the acceptance of this Series 2022A Bond and as a part of the consideration of its issuance specially waived and released. The obligation of the Board, as a body corporate, to the owner hereof is limited to applying funds for the payment hereof, as set forth above and as more fully delineated in the Resolution, and to otherwise complying with the contractual provisions therein.

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

This Series 2022A Bond is issued pursuant to the Supplemental Public Securities Act, Colorado Revised Statutes, Sections 11-57-201 et seq., as amended, and, pursuant to Section 11-57-210, C.R.S., this recital shall be conclusive evidence of the validity and the regularity of the issuance of this Bond after its delivery for value.

IN TESTIMONY WHEREOF, the Board of Governors of the Colorado State University System has caused this Series 2022A Bond to be executed in the name and on the behalf of the Board with the manual or facsimile signature of its Chair, and to be attested and signed with the manual or facsimile signature of the Secretary of the Board; and has caused the facsimile of the seal of the System to be affixed hereon, all as of _____, _____.

[FACSIMILE SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____ (Manual or Facsimile Signature)
Chair of the Board

ATTEST:

By _____ (Manual or Facsimile Signature)
Secretary of the Board

[FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2022A BONDS]

CERTIFICATE OF AUTHENTICATION

Date of authentication and registration: _____

This is one of the Series 2022A Bonds described in the within-mentioned Resolution, and this Series 2022A Bond has been duly registered on the registration records kept by the undersigned as Registrar for such Series 2022A Bonds.

ZIONS BANCORPORATION, NATIONAL
ASSOCIATION, as Registrar

By _____ (Manual Signature)
Authorized Officer or Employee

[END OF FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2022A BONDS]

[FORM OF ASSIGNMENT OF SERIES 2022A BONDS]

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto _____ the within Series 2022A Bond and hereby irrevocably constitutes and appoints _____ attorney, to transfer the same on the records kept for registration of the within Series 2022A Bond, with full power of substitution in the premises.

Dated: _____

NOTE: The signature to this Assignment must correspond with the name as written on the face of this Series 2022A Bond in every particular, without alteration or enlargement or any change whatsoever.

Signature Guaranteed:

Name and address of transferee:

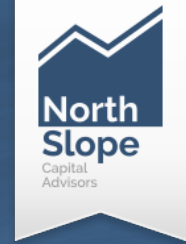
Social Security or other
tax identification number of transferee:

TRANSFER FEE MAY BE REQUIRED

[END OF FORM OF ASSIGNMENT OF SERIES 2022A BONDS]

Debt Capacity Presentation





Debt Capacity Update for Colorado State University System

October 7, 2022

Steph Chichester
President

steph@northslopecapital.com

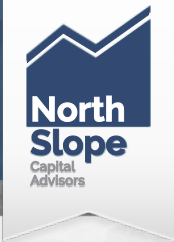
Nick Taylor
Managing Director

nick@northslopecapital.com

Jack Kroll
Associate

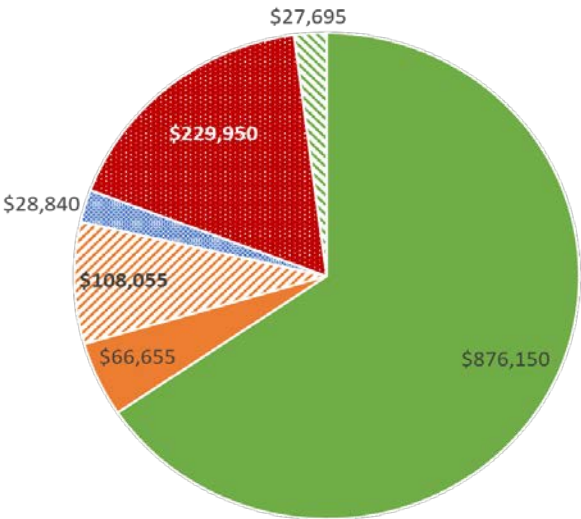
jack@northslopecapital.com

CSUS Existing Debt Portfolio



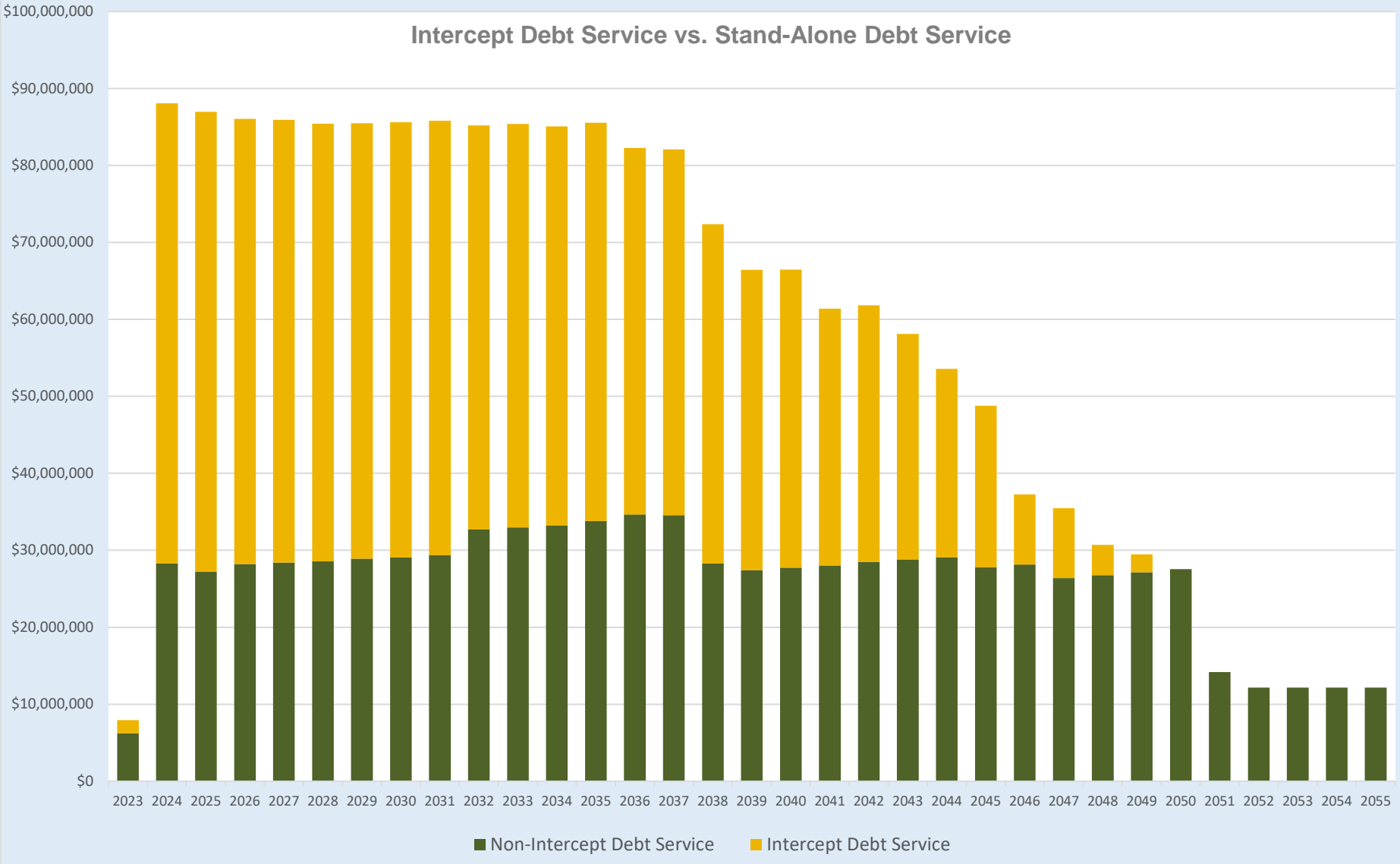
- The University System currently has six “flavors” of debt outstanding totaling **\$1.31 billion**.
- Series 2010B and 2010C Series are subject to potential subsidy discontinuation ~ **\$69.38 million** in par outstanding.
- Debt instruments requiring active management and/or future action by the Treasury team are denoted by a patterned background.
- The put bonds have a mandatory purchase date on **3/1/2024**
 - Current rate on the put bonds is 0.72%
 - The put bonds are currently callable as of 3/1/2022 at par

Debt by Interest Rate Mode



Traditional Fixed	Synthetic Fixed
Forward Starting Swap	Commercial Paper
Put Bonds	Cinderella Bond

CSUS Existing Debt Service Skyline



Debt capacity can be measured by capacity under the board policy, bond documents, capacity at the System's current credit ratings of Aa3 (Moody's) and A+ (Standard and Poors), or as capacity under the State's Intercept Program.

Board Policy 202 speaks to debt capacity as follows:

From Procedure B.4:

The CSUS's debt capacity will be determined from time to time, recognizing it is a subjective measure. Consideration should be given to bond rating agencies and related industry guidelines; however, the **CSUS does not manage its debt portfolio to achieve a specific rating**. The CSUS recognizes that strategy and mission must be the primary drivers of its use of debt.

From Procedure A.1-6 Affordability:

1. When issuing debt, the CSUS will seek the lowest-cost source of funding available commensurate with the most favorable financial terms, conditions, and risks that are consistent with the CSUS's capital structure and financing requirements.
2. External borrowings will be coordinated to the extent practicable so that multiple project needs can be accomplished in a single borrowing, thereby reducing issuance costs.
3. The CSUS will consider credit enhancement, such as bond insurance, letters of credit or the Colorado Higher Education Intercept Program, when it is cost beneficial to do so and/or results in more favorable loan covenants.
4. All debt-financed projects must have an identified revenue stream (or cost reduction) and must be supported by an achievable plan of finance that includes servicing the debt and meeting any new or increased operating costs.
5. The cost of debt-financed capital acquisitions should be charged to the future users of the capital asset over the period the debt is outstanding and the asset's useful life (as legally permitted). The CSUS may, however, issue debt for a term shorter than the asset's useful life.
6. All debt payments will be provided for in the annual operating budget.

2022 CSUS Intercept Report Debt Capacity



CSU maintains significant debt capacity under the parameters set by the State's Intercept Program.

The University's Intercept debt capacity is the lesser of:

- 1.5x Debt Service Coverage on all outstanding bonds or,
- Maximum Annual Debt Service not greater than 75% of state funding.

As of September 1st, the System's debt capacity under the Intercept Program is over \$940 million.

Pre-Approval Amount Calculations			
Calcs.			
(1)	FY2024 Debt Service-All Bonds ¹	\$	88,083,225
(2)	FY2024 Debt Service-Intercept Bonds ¹		59,767,026
	FY2021 Net Pledged Revenues ²		158,806,000
(3)	Debt Service Coverage Ratio - All Bonds (FY21 Revenues / FY24 Debt Service)		1.80
(4)	Debt Service Coverage Ratio - Intercept Bonds (FY21 Revenues / FY24 Debt Service)		2.66
(5)	Debt Capacity @ 1.5x Debt Service Coverage Limit-All Bonds		942,230,835
(6)	Debt Capacity @ 1.5x Debt Service Coverage-Intercept Bonds		2,442,187,690
(7)	FY2022-2023 State Funding Total (FFS and COF) ³		203,711,559
(8)	Debt Capacity @ State Funding Ratio (Maximum Annual Debt Service < 75% of State Funding)		1,642,416,216
(9)	Lesser of (5) and (8) Capacity Constraints Above		942,230,835
Hypothetical Future Coverage with 100% of Tuition Pledge			
(10)	FY2024 Debt Service-All Bonds ¹	\$	88,083,225
(11)	FY2024 Debt Service-Intercept Bonds ¹		59,767,026
	FY2021 Net Pledged Revenues ²		595,541,000
(12)	Debt Service Coverage Ratio - All Bonds (FY21 Revenues / FY24 Debt Service)		6.76
(13)	Debt Service Coverage Ratio - Intercept Bonds (FY21 Revenues / FY24 Debt Service)		9.96

CSUS FY21 Moody's Scorecard



Moody's Global Higher Education Rating Methodology

Revised Rating Methodology August 4, 2021

Colorado State University's FY21 Scorecard Ratios

Ratio Category (Weighting %)	Sub-factor		
Ratio Measure	Weight	CSU's Ratio	Maps To:
Factor 1: Scale (15%)			
Adjusted Operating Revenues (\$000)	15%	1,376,499	Aa
Factor 2: Market Profile (20%)			
Brand and Strategic Positioning	10%	Excellent	Aa
Operating Environment	10%	Very Good	A
Factor 3: Operating Performance (10%)			
EBIDA Margin (%)	10%	9.4%	A
Factor 4: Financial Resources and Liquidity (25%)			
Total Cash and Investments (\$000)	10%	1,435,065	Aa
Total Cash/Inv. to Operating Expenses (x)	15%	1.16	Aa
Factor 5: Leverage and Coverage (20%)			
Total Cash & Investments to Total Adjusted Debt(x)	10%	0.54	A
Annual Debt Service Coverage (x)	10%	3.1	Aa
Factor 6: Financial Policy and Strategy (10%)			
Financial Policy and Strategy	10%	Very Good	A
	100%	4.2 Est. Rating Score: Aa3	

Scoring Index

Rating	Score Range
Aaa	≤ 1.5
Aa1	1.5 - 2.5
Aa2	2.5 - 3.5
Aa3	3.5 - 4.5
A1	4.5 - 5.5
A2	5.5 - 6.5
A3	6.5 - 7.5
Baa1	7.5 - 8.5
Baa2	8.5 - 9.5
Baa3	9.5 - 10.5

CSUS Preliminary FY22 Moody's Scorecard



Moody's Global Higher Education Rating Methodology

Revised Rating Methodology August 4, 2021

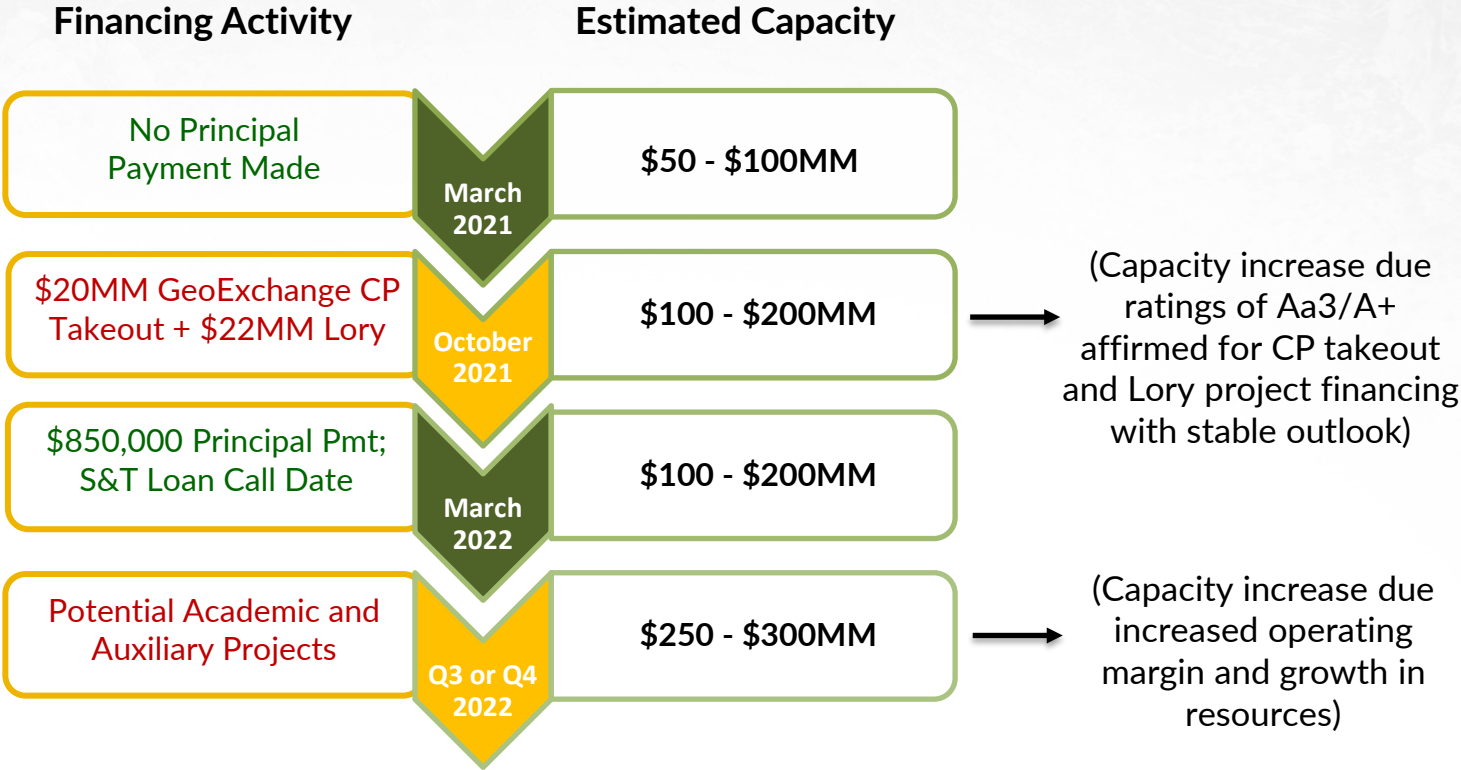
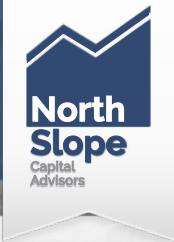
Colorado State University Preliminary FY 22 Scorecard Ratios

Ratio Category (Weighting %)	Sub-factor			
Ratio Measure	Weight	CSU's Ratio	Maps To:	18 Score
Factor 1: Scale (15%)				
Adjusted Operating Revenues (\$000)	15%	1,489,897	Aa	
Factor 2: Market Profile (20%)				
Brand and Strategic Positioning	10%	Excellent	Aa	
Operating Environment	10%	Very Good	A	
Factor 3: Operating Performance (10%)				
EBIDA Margin (%)	10%	12.5%	A	↑
Factor 4: Financial Resources and Liquidity (25%)				
Total Cash and Investments (\$000)	10%	1,713,892	Aa	↑
Total Cash/Inv. to Operating Expenses (x)	15%	1.23	Aa	
Factor 5: Leverage and Coverage (20%)				
Total Cash & Investments to Total Adjusted Debt(x)	10%	0.64	A	
Annual Debt Service Coverage (x)	10%	2.4	Aa	
Factor 6: Financial Policy and Strategy (10%)				
Financial Policy and Strategy	10%	Very Good	A	
	100%	4.2 Est. Rating Score: Aa3		

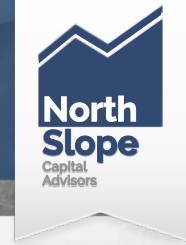
Scoring Index

Rating	Score Range
Aaa	< 1.5
Aa1	1.5 - 2.5
Aa2	2.5 - 3.5
Aa3	3.5 - 4.5
A1	4.5 - 5.5
A2	5.5 - 6.5
A3	6.5 - 7.5
Baa1	7.5 - 8.5
Baa2	8.5 - 9.5
Baa3	9.5 - 10.5

CSUS Debt Capacity Timeline



CSUS Scorecard Proforma @ \$250MM New Debt



- At \$250 million in new proforma debt (assuming an annual payment of \$15 million) Moody's Debt Affordability Ratio falls from the "Aa" rating category to the "A" rating category, resulting in an overall scorecard rating of 4.5 which maps to an "A1", one notch lower than the System's current rating.
- Given the University's strong operating performance in FY22 and continued growth in resources, North Slope believes the University's debt capacity at its current ratings exceeds \$250 million.

Moody's Global Higher Education Rating Methodology
 Revised Rating Methodology August 4, 2021
 Assumes Existing Debt Load + \$250 Million
 Colorado State University System's FY22 Scorecard Ratios (Estimated)

Ratio Category (Weighting %)	Ratio Measure	Sub-factor Weight	CSU's Ratio	Maps To:
Factor 3: Operating Performance (10%)				
Margin	EBIDA Margin (%)	10%	12.50%	A
Factor 5: Leverage and Coverage (20%)				
Financial Leverage	Total Cash & Investments to Total Adjusted Debt(x)	10%	0.59	A
Debt Affordability	Annual Debt Service Coverage (x)	10%	2.00	A

4.5 Est. Rating Score: A1

250 Amount of New Debt in \$MM

Section 11

Government Affairs Update

Section 12

Executive Session

This section intentionally left blank

Section 13

Consent Agenda

Colorado State University System

- Minutes of the June 6, 2022 Audit and Finance Committee
- Minutes of the June 8-10, 2022 Board and Committee Meetings
- Minutes of the August 3-5, 2022 Board Retreat
- BOG Policy 122 – Board appointment
- BOG Policy 207 – Real Estate Investment Funds Policy

Colorado State University

- Graduate Certificates in Aerospace: Satellites, Radars and Remote Sensing; Hydraulic Design; and Arts Management
- Approval of Degree Candidates

Colorado State University Pueblo

- Approval of Degree Candidates
- Program Review Schedule

Colorado State University Global Campus

- Graduate Certificate in Digital Health Technology
- Approval of Degree Candidates

CERTIFICATION OF CONSENT AGENDA ITEMS

The undersigned Secretary of the Board of Governors for the Colorado State University System hereby certifies:

That with a unanimous affirmative vote of the voting members of the Board of Governors at a duly held meeting thereof on October 6-7, 2022 the consent agenda items listed below were referred for consideration of approval and were adopted:

Colorado State University System

- Minutes of the June 6, 2022 Audit and Finance Committee
- Minutes of the June 8-10, 2022 Board and Committee Meetings
- Minutes of the August 3-5, 2022 Board Retreat
- BOG Policy 122 - Board appointment
- BOG Policy 207 - Real Estate Investment Funds Policy

Colorado State University

- Graduate Certificates in Aerospace: Satellites, Radars and Remote Sensing; Hydraulic Design; and Arts Management
- Approval of Degree Candidates

Colorado State University Pueblo

- Approval of Degree Candidates
- Program Review Schedule

Colorado State University Global Campus

- Graduate Certificate in Digital Health Technology
- Approval of Degree Candidates

The consent agenda items together with a record of the votes for the resolutions have been recorded and will be entered into the full minutes of the duly held October 6-7, 2022 meeting of the Board of Governors.

Dr. Nate Easley, Board Secretary

Date

THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM
AUDIT AND FINANCE COMMITTEE
MEETING MINUTES
Conducted Remotely
June 6, 2022

ROLL

Governors present: John Fischer (Chair); Russell DeSalvo, Treasurer; Armando Valdez; Dr. Melinda Smith, CSU Faculty Representative

Administrators present: 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; Juanita Pena, CSU Pueblo; Meg Brewer, CSU Pueblo; Bridget Mullen, CSU System; Pam Toney, President, CSU Global; Suzanne Zimmerer, CSU System Treasury; Angie Neilson, CSU Fort Collins

CSU System Staff present: Melanie Geary, Board Liaison

CALL TO ORDER

Chair Fischer called the Committee Meeting to order at 1:02 p.m. and asked Henry Sobanet to begin. Mr. Sobanet welcomed everyone and turned it over to Susy Serrano, Director of Audit Serrano to review the Audit section.

Ms. Serrano presented the proposed new Audit Charter Policy and noted it covers role and responsibilities, quality assurance, and clear directions for reporting out results. She noted it was mostly housekeeping. She then discussed the presentation of the 2022-2023 Fiscal Year Audit plan noting the risk ranking guidelines used to determine the annual plan. Chair Fischer asked about safety audits. He also requested a bit more in-depth review regarding recent shootings and expanding the annual Safety Report in December. Ms. Serrano then reviewed the proposed audits and the reasoning and process to identify those audits. Ms. Serrano then noted they were close to completing the hire of two vacant positions with tentative start dates of July 5, 2022.

Henry Sobanet began the Finance section noting that the significant time invested in the budget discussions in May set up the June discussion well. He explained that there were very little changes to the proposed action items from what they had reviewed in May. He then asked the campuses to present their respective budgets.

CSU

Angie Neilson reviewed the Fort Collins budget which stood as submitted in May and included a two percent increase for undergrad resident, three percent for non-resident. She also noted the three percent salary increase for Faculty, Administrative Professionals, Classified, and Graduate staff. She then noted that the proposed budget reflected approximately \$40.3 M in new revenue and about \$33.3 M in new expenses. She also noted that there was still about \$5.871 M deficit which was a structural budget deficit bought on from the pandemic. She then discussed the projections through 2026 noting the conservative approach.

CSU Pueblo

Tim Mottet reviewed the Pueblo incremental budget noting it remained the same as presented in May. He then explained it was built on the assumption on a three percent decline in enrollment based on, -3 percent undergraduate, 13 percent increase in graduate, and eight percent increase in extended studies students, and a melt rate from Fall to Spring of 15 percent. He then discussed efforts for expense reduction. He also discussed the increases in compensation which included a three percent performance pool with a one percent high

performing pool for Faculty and Admin Pro staff. He also explained that the three percent increase for Classified was set by the State trend data.

CSU Global

Pam Toney presented the CSU Global proposed budget noting they were keeping tuition flat and expecting additional revenue through enrollment growth as a result of the strategic investment they requested, and the proposed budget reflected what was presented in May. She noted expenses were scalable and in line with tuition growth which would result in the expected 28% operating margin.

CFO Sobanet presented the proposed System budget noting that it reflected what was presented in May with a few additional refinements based on increased expenses associated with the opening of the Spur campus. He noted the budget included the 3% salary pool.

Reserves Draw

CFO Sobanet then presented the anticipated Strategic Reserves Draw that the Board would take formal action on in December, noting the ongoing funding of several projects. He noted that the anticipated \$13 M in bridge funding for pandemic deficit at CSU Fort Collins was no longer needed due to operational and revenue performance. He then discussed the revenue and expenses on the following sheet.

Combined Campuses Capital Construction Prioritizations List and Capital IT Prioritization List

CFO Sobanet reviewed the process the campuses and State use for the Capital Construction and IT Prioritization lists noting the Board would approve the resolution for the proposed Capital projects and the IT projects.

With no further business, the Committee adjourned at 1:51 p.m.

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

June 8-10, 2022

CSU Spur Vida and Westin Westminster

ROLL

Governors present: Kim Jordan, Chair; Armando Valdez, Vice Chair; Russell DeSalvo, Treasurer; Nate Easley, Secretary (by Phone); Polly Baca; John Fischer; Kenzo Kawanabe; Betsy Markey; Louis Martin; Dr. Sara Metz, 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; 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 Rick Miranda, Chief Academic Officer, CSU System.

CSU System Staff present: Melanie Geary, Board Liaison; Adam Fedrid, IT Manager; Wayne Hall, IT Manager.

Guests present: Dr. Mohamed Abdelrahman, Provost, CSU Pueblo; Johnna Doyle, Deputy General Counsel, CSU Pueblo; Jannine Mohr, Deputy General Counsel, CSU; Juanita Pena, Director of Business Financial Services, CSU Pueblo; Mary Pedersen, Provost and Executive Vice President, CSU; Yvonne Harris-Lott, CSU Global; Dr. Paul Savory, Provost, CSU Global; Ajay Menon, CEO, CSURF; 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; Scott Shrake, CSU Fort Collins; Greg Hoye, CSU Pueblo; Dr. Elizabeth Sink, CSU Fort Collins; Dr. Blanche Hughes, VP for Student Affairs, CSU Fort Collins; Dr. Donna Souder Hodge, CSU Pueblo; Dr. Andrew Norton, incoming faculty representative to the Board; Niki Toussaint, Chief of Staff, CSU Pueblo; Sarah Olson, CSU Admin Pro Council; Chrissie Holliday, CSU Pueblo; Dr. Van Winkle, Presidential Fellow, CSU Pueblo.

CALL TO ORDER

Chair of Evaluation Committee Armando Valdez called Evaluation Committee to order at 12:16 p.m. and asked to convene in Executive Session.

EVALUATION COMMITTEE

Motion/Action: Governor Baca moved for the Board to go into Executive Session for the reasons listed in the meeting notice. The Motion was seconded by Governor Kawanabe and carried unanimously. General Counsel Johnson read the Board into Executive Session at 12:17 p.m. and noted the reasons for going into Executive Session:

As stated in the meeting notice, the Board has moved to go into Executive Session of the Evaluation Committee 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 of the

Board of Governors to receive legal advice from General Counsel, which is confidential pursuant to C.R.S. § 24-6-402(3)(a)(II).

Following a Motion, second, and unanimous vote to leave Executive Session of the Evaluation Committee, the Evaluation Committee came out of Executive Session into open, public session.

Motion/Action: Governor Baca Moved that the Board Chair and Chancellor are authorized to approve an amendment to Chancellor Frank's employment agreement and an amendment to President McConnell's employment agreement. This Motion was seconded and passed unanimously.

With no further business for the day, the Board of Governors recessed at 5:40 p.m.

THURSDAY, JUNE 9, 2022

Chair Jordan called the meeting to order at 8:03 a.m. and asked General Counsel Johnson to administer the oath of office to the new members to the Board of Governors, MD Islam and Dr. Andrew Norton. Each new Board member affirmatively agreed to perform the duties as a member of the Board of Governors of the Colorado State University System, and to uphold the laws of the State of Colorado, the Constitution of the State of Colorado, and the Constitution of the United States. Chair Jordan then asked to convene in Executive Session.

EXECUTIVE SESSION

Motion/Action: Governor Kawanabe moved for the Board to go into Executive Session and Executive Session of Evaluation Committee for the reasons listed in the meeting notice. The Motion was seconded by Governor Markey and carried unanimously. General Counsel Johnson read the Board into Executive Session at 8:08 a.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 meeting notice, the Board of Governors has moved to go into Executive Session of the full Board and then Executive Session of the Evaluation Committee 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 Board and Evaluation Committee of the Board of Governors to receive legal advice from General Counsel, which is confidential pursuant to C.R.S. § 24-6-402(3)(a)(II).

Following a Motion, second, and unanimous vote to leave Executive Session and Executive Session of the Evaluation Committee, the Board of Governors concluded Executive Session at 10:36 a.m. and continued with its meeting agenda in open session.

BOARD CHAIR'S AGENDA

Chair Jordan welcomed everyone back in open session at 10:46 a.m. and invited Jason Johnson to administer the oath of office to Governor Long, who affirmatively agreed to perform the duties as a member of the Board of Governors of the Colorado State University System, and to uphold the laws of the State of Colorado, the Constitution of the State of Colorado, and the Constitution of the United States.

Chair Jordan then invited Chancellor Frank to read a statement on behalf of the Board. He shared the following statement:

“The Board of Governors and President Joyce McConnell announced this morning that they have decided to part ways, effective June 30th of this year. On behalf of the entire Board, we want to thank Joyce for her efforts and wish her well in her future endeavors. The Board will be working over the next couple of days to name an interim president as they begin the work to set up a national search that will include – as in past searches – broad faculty, staff and community participation.”

Chair Jordan then introduced and explained the criteria for the Board of Governors Excellence in Undergraduate Teaching award, which is awarded to each campus annually. She asked CSU Global Provost Paul Savory to introduce the recipient of the Excellence in Teaching Award for CSU Global, Cindy Atchley. Provost Savory honored her for her work and thanked her for all she does for the students and community of CSU Global. Dr. Atchley thanked the Board for the recognition and discussed her love for teaching online and her work with students at CSU Global since 2009.

PUBLIC COMMENT

Chair Jordan then discussed the customary 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. There were no public comments offered.

CHANCELLOR’S REPORT

Chancellor Frank noted that his report stood as submitted. He extended thanks from the San Luis Valley community for the Board’s support of the potato research facility. He also discussed plans for the Board retreat in August.

TOP OF MIND SURVEY

Chancellor Frank introduced David Flaherty, CEO of Magellan Strategies, and Ryan Winger, director of data analysis, digital advertising, and campaign consulting for Magellan. They provided a summary of the Top-of-Mind Survey results they conducted for the CSU System. They explained they had interviewed over 1,400 individuals between April 6 and May 12, 2022, and then went on to review the results and the key findings.

CSU Spur Update

Jocelyn Hittle provided a report on CSU Spur and the grand opening of the Terra building, which occurred June 8. There were approximately 450 attendees at the grand opening. She provided an update on Spur activities, hiring, and the progress of the Hydro building.

The Board paused for lunch at 11:55 a.m. CSU Global presented an overview of CSU Global, how it operates and plans moving forward over lunch. The meeting resumed at 12:55 p.m.

CSU GLOBAL REPORTS

Student Report – Presented by Paige Martinez

Governor Martinez reported on efforts on behalf of the students of CSU Global which included opportunities for CSU Global days at CSU Rams and CSU Thunderwolves football games this fall. She also shared the new initiative to distribute Challenge coins to graduates who are military veterans. The coins are being designed to represent every branch of the military displayed on one side and Goldie, CSU Global’s Golden Eagle mascot, displayed on the other.

Faculty Report – Presented by Sara Metz

Governor Metz noted she was standing in for one more meeting in the absence of the new representative, Jennifer Davis. She then went on to discuss efforts underway to improve engagement across CSU Global.

President's Report – Presented by Pam Toney

President Toney noted her written report stood as submitted before she presented CSU Global's Strategic Plan. She noted they were one year into their three-year strategic plan called "Advancing Opportunities." President Toney reviewed Global's goals, which are: 30,000 Active Degree-Seeking students; 30,000 Credentials Awarded; 28% operating margin; and reducing the Equity Gap by 3 percent. She then discussed their Strategic Pillars of Advancing Opportunities: Innovative Experience; Strategic Engagement; Student Success; and entrepreneurial culture. She then discussed the progress made toward those goals before discussing the top five strategic priorities. Ms. Toney then discussed the Fiscal Year 23 plans, which are to end the year with 18,000 active students, Graduate 3,000 students, achieve an operating margin of 28%, and reduce the equity gap by 1%.

The Board paused for a break at 1:25 pm and the meeting resumed at 1:37 p.m.

AUDIT AND FINANCE COMMITTEE

Governor Fischer, Chair of the Audit and Finance Committee, convened the committee at 1:38 p.m. and highlighted the importance of the role of Internal Audit. He then asked Director of Audit Serrano to begin.

Ms. Serrano presented the proposed new Internal Audit Charter Policy noting it is the governing document within Internal Audit and describes the purpose and mission of Internal Audit to provide objective and independent assurances for the CSU System that controls are working effectively.

She then discussed the proposed 2022-2023 Fiscal Year Audit plan highlighting the risk ranking guidelines and risk assessment used to determine the annual plan. Ms. Serrano then reviewed the proposed audits, the reasoning and process used to identify, noting that Senior Management has approved the proposed audits.

Ms. Serrano also noted that they anticipated having two new auditors join the team on July 5, 2022, which would help with achieving the goals set out in the Audit plan for the year ahead.

Henry Sobanet began the Finance section noting that the significant time invested in previous budget discussions in May had set up the June discussion well. He explained there were very little changes to the proposed action items from what they had reviewed in May. Chancellor Frank noted for new Board members that unlike tuition, fees are very targeted, and students have input on how they are set. He noted that various student committees, with advising from the administration meet, review, and make the decisions and recommendations for the student fees that are brought forward for approval.

CFO Sobanet then asked the campuses to present their respective budgets.

CSU

Angie Neilsen reviewed the Fort Collins budget, which stood as submitted in May and included a two percent increase for undergraduate resident tuition, and three percent for non-resident students. She also noted the three percent salary increase for Faculty, Admin Pro, Classified staff, and Graduate assistants. Ms. Neilsen then noted that the proposed budget reflected approximately \$40.3 M in new revenue and about \$33.3 M in new expenses. She also noted that there was still about \$5.871 M deficit, which was a structural deficit brought on from the pandemic. Ms. Neilsen then discussed the projections through FY 2026 noting the conservative approach to the modeling.

CSU Pueblo

President Tim Mottet reviewed the Pueblo incremental budget noting it also remained the same as presented in May. He then explained it was built on the assumption of a three percent decline in enrollment based on, -3

percent undergraduate, 13 percent increase in graduate, and eight percent increase in extended studies, plus a melt rate from Fall to Spring of 15 percent. He then discussed efforts for expense reduction. He also discussed the increases in compensation which included a three percent performance pool with a one percent high performing pool for Faculty and Admin Pro staff. He also explained that the three percent increase for Classified was set by the State trend data.

CSU Global

Pam Toney presented the CSU Global proposed budget noting the lower student head count than what was presented in May, approximately 2,000 less. Global had anticipated having closer to 16,000 active students but were starting the year with approximately 14,000 active students. She noted they had adjusted some expenses to account for the decrease and working to identify additional operational efficiencies. President Toney noted the request for the strategic investment from May had not changed and they anticipated enrollment growth as a result of the strategic investment.

CSU System

Chancellor Frank noted that the growth in the proposed CSU System budget continues to reflect the multi-year commitments made by the Board to stand up the System, and he also noted that the reserves draw action item would take place in December and the proposed budget reflected that draw. CFO Sobanet presented the proposed System budget noting that it reflected what was presented in May with a few additional refinements based on increased expenses associated with the opening of the Spur campus. He noted the budget included the 3% salary pool in line with what the campuses were doing.

Reserves Draw

CFO Sobanet then presented the anticipated Strategic Reserves Draw that the Board would take action on in December describing the ongoing funding of several projects. He noted that the anticipated \$13M in bridge funding for pandemic deficit at CSU Fort Collins was no longer needed due to operational and revenue performance. Chancellor Frank provided a historical overview of the strategy established by previous Board actions for the spending strategy related to the Strategic Reserves.

Combined Campuses Capital Construction Prioritizations List and Capital IT Prioritization List

CFO Sobanet explained the process the campuses and State use for the Capital Construction Prioritization lists. He then discussed the two IT projects, one at CSU and one at CSU Pueblo and noted that the System's collaborative approached was helping to set up the projects for success.

Chair Fischer asked for a motion for the approval of the Revised Internal Audit Charter.

Motion/Action: Governor DeSalvo moved to approve the revised Internal Audit Charter. Governor Jordan seconded, and the Motion carried unanimously. This Action Item is included in the Board materials.

Chair Fischer asked for a motion to approve the FY 2023 Internal Audit Plan.

Motion/Action: Governor DeSalvo moved to approve the Internal Audit Plan. Governor Baca seconded, and the Motion carried unanimously. This Action Item is included in the Board materials.

Chair Fischer asked for a motion to approve the adoption of FY 2023 E&G Incremental Budgets and related items.

Motion/Action: Governor DeSalvo moved to approve the FY 2023 E&G Incremental Budgets and related items. Governor Jordan seconded, and the Motion carried unanimously. This Action Item is included in the Board materials.

Chair Fischer asked for a motion to approve the adoption of the FY 2023-24 Combined Campuses Capital Construction Prioritizations List and Capital IT Prioritization List.

Motion/Action: Governor Kawanabe moved to approve the FY 2023-24 Combined Campuses Capital Construction Prioritizations List and Capital IT Prioritization List. Governor Jordan seconded, and the Motion carried unanimously. This Action Item is included in the Board materials.

The Board adjourned for a break at 2:48 p.m.

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Governor Easley, Chair of the Academic and Student Affairs Committee, convened the committee at 3:05 p.m. and asked Chief Academic Officer Miranda to lead them through the agenda.

CAO Miranda discussed the new degree program at CSU Pueblo, B.S., Civil Engineering and noted that item was on the Consent agenda. He then discussed the Faculty Activity reports for CSU, CSU Pueblo, CSU Global which provided a comprehensive overview of all aspects of the faculty life cycle. He discussed the Promotion and Tenure Reports for CSU, the Emeritus Reports for CSU, CSU Pueblo, and the Sabbatical Revisions for CSU. CAO Miranda then discussed the Curriculum reports, which included all degree programs for each campus, along with the enrollment and graduation statistics for each degree. He noted that comprehensive reviews occur every 6-7 years for any one program. He then reviewed the program review schedule for CSU Pueblo which would be approved on the consent agenda.

At the conclusion of Academic and Student Affairs Committee, Chair Jordan asked to convene in Executive Session which would then be followed by Evaluation Committee.

EXECUTIVE SESSION

Motion/Action: Governor Baca moved for the Board to go into Executive Session of the Board of Governors and then Executive Session of the Evaluation Committee for the reasons listed in the meeting notice. The Motion was seconded by Governor Fischer and carried unanimously. General Counsel Johnson read the Board into Executive Session at 3:31 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 meeting notice, the Board has moved to go into Executive Session under C.R.S. § 24-6-402 (3) (a) (II), C.R.S. § 24-6-402 (3) (a) (VII), and C.R.S. § 24-6-402 (3) (a) (VIII) to discuss matters concerning trade secrets, privileged information, and confidential commercial and financial data furnished by or obtained from any person, to consider naming opportunities on the campus, and to receive specific legal advice on 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.

And then, as stated in the public notice, the Board has moved to then go into Executive Session of the Evaluation Committee 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 of the Board of Governors to receive legal advice from General Counsel, which is confidential pursuant to C.R.S. § 24-6-402(3)(a)(II).

Following a Motion, second, and unanimous vote to leave Executive Session and then Executive Session of the Evaluation Committee, the Board reconvened in open session at 4:04 p.m.

With no further business for the day, the Board adjourned the meeting until the next morning.

FRIDAY, JUNE 10, 2022

Chair Jordan reconvened the Board meeting at 9:01 a.m.

CSU-PUEBLO REPORTS

Student Report – Presented by Mikayla Lerch

Governor Lerch shared her excitement and pride to be the elected vice chair of the Colorado Student Government Coalition, which consists of about 20 different institutions across Colorado. They are focusing on five key issues: equity gaps, food insecurity, housing affordability, mental health, and more. She is also helping to develop social activities on campus to help students feel comfortable and welcome.

Faculty Report – Presented by MD Islam

Governor Islam thanked the Board for welcoming him and the CSU Pueblo leadership for their support. He reported on a May visit to campus by Governor Polis. He reported on faculty teaching loads during the summer session and the Rocky Mountain Teaching and Learning Conference. He noted that CSU Pueblo faculty are overloaded and undercompensated, citing specific salary examples. He then highlighted recent faculty honors and awards. He noted that CSU Pueblo must make progress on competitive salaries if it hopes to realize Vision 2028.

President’s report – Presented by Tim Mottet

President Mottet thanked Governors Lerch and Islam for representing the needs of students and faculty. He highlighted campus leadership changes, enrollment, and work on campus since the last Board meeting. He thanked outgoing Provost Abdelrahman for his leadership including expansion of academic programming including the university’s first two doctoral programs. He introduced Dr. Chad Kinney, who will serve as Interim Provost. He honored Dr. Chrissy Holliday for her leadership throughout his presidency, particularly throughout the pandemic and in the creation of the Colorado Promise. Kristen White-Davis, who leads Extended Studies, will take over enrollment management at the university. Dr. Donna Souder-Hodge will take over oversight of communications and marketing. He reported on issues related to graduate education and enrollment. Dr. Holliday addressed Governor Fischer’s questions on marketing, discussing how it has evolved and noting that the campus has gone from a marketing budget of zero to \$750K. Governor Lerch responded to Governor Valdez’s question about student housing needs.

CSU REPORTS

Student Report – Presented by Rob Long

Governor Long introduced himself and shared his surprise and excitement to be here. He and his running mate ran on a platform of financial responsibility, mental wellness, and more. He discussed ASCSU financial issues and issues they are tracking. Chancellor Frank offered a warm welcome to his fellow Cubs fan.

Faculty Report – Presented by Andrew Norton

Governor Norton reported on the latest Faculty Council activities, including changes to how transfer credits are accepted into CSU, clearing up confusion in catalog language. He reported on changes to the process for Faculty Council evaluation of the University president.

President's Report – Presented by Joyce McConnell

The President's report stood as submitted.

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 Baca moved for approval of the Consent Agenda. Governor Markey seconded the Motion, and the Motion carried unanimously.

Colorado State University System

Minutes of the April 28, 2022 Audit and Finance Committee

Minutes of the May 3-4, 2022 Board and Committee Meetings

Colorado State University Pueblo

New Degree: Bachelor of Science, Civil Engineering

Program Review Calendar

ACTION ON COMMITTEE ITEMS

Chair Jordan asked General Counsel Johnson to lead the Board through two matters for Board action.

Compensation

Chair Jordan noted there is no standard contract for the Chancellor and Presidents, and each has a unique arrangement given their position and role within the System, often with different provisions for salary and incentive compensation. Looking back at the past year, the Board is pleased with the leadership of the Chancellor and Presidents Mottet and Toney and their efforts to reach their annual goals during challenging times.

For President Toney, the recommendation is to award incentive compensation in the amount of \$10,000, and an increase in base salary of three percent (3%).

For President Mottet, the recommendation is to award incentive compensation in the amount of \$10,000, which will be paid from the CSU System budget, and he will also receive a three percent (3%) increase to his base salary.

For Chancellor Frank, the recommendation is to award \$200,000 as incentive compensation.

Base salary increases will be effective on July 1, 2022.

Motion/Action: Governor Baca moved for the Board to approve the motion regarding compensation. The Motion was seconded by Governor Kawanabe and carried unanimously.

With respect to an Interim President for Colorado State University, Chancellor Frank asked General Counsel Johnson to read the proposed Action Item for Board consideration.

Motion/Action: Moved that the Board of Governors appoints Rick Miranda as the interim President for Colorado State University beginning July 1, 2022, and authorizes the Chancellor to take initial steps to start the search for the next President at CSU. Governor Fischer moved for the approval of that matter, and it was seconded by Governor Valdez. The Motion passed unanimously. The Action Item is included in the Board materials.

In addition, Chair Jordan asked for a Motion to approve the establishment of the Colorado State University Presidential Search Advisory Committee in accordance with C.R.S. § 24-6-402(3.5), and that the Board Chair, in consultation with the Chair of the Evaluation Committee and the Chancellor of the Colorado State University System, will subsequently appoint the members of the Search Advisory Committee.

Motion/Action: Governor Markey moved for the Board to approve that matter. The Motion was seconded by Governor Martin, and carried unanimously. This Action Item is included in the Board meeting materials.

Governor Baca recognized Chancellor Frank for receiving an honorary degree from Wartburg College.

With no further business, the meeting was adjourned at 11:10 a.m.

**THE BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
RETREAT AND MEETING
CSU Mountain Campus, Colorado
August 3-5, 2022**

Wednesday, August 3, 2022

CALL TO ORDER

Chair Jordan called the meeting and retreat to order at 1:13 p.m.

ROLL

Governors present: Kim Jordan, Chair; Armando Valdez, Vice Chair; Russell DeSalvo, Treasurer; Dr. Nate Easley, Secretary; Polly Baca; John Fischer; Kenzo Kawanabe; Betsy Markey; Louis Martin; Mikayla Lerch, Student Representative, CSU-Pueblo; Rob Long, Student Representative, CSU; Jennifer Davis, Faculty Representative, CSU-Global Campus; MD Islam, Faculty Representative, CSU-Pueblo; Andrew Norton, Faculty Representative, CSU

Administrators present: Tony Frank, Chancellor, CSU System, and President, CSU; Timothy Mottet, President, CSU-Pueblo; Pam Toney, President, CSU-Global Campus; Jason Johnson, General Counsel, CSU System; Rick Miranda, Interim President, CSU; Susy Serrano, Director of Internal Auditing, CSU System; Henry Sobanet, Senior Vice Chancellor, Chief Financial Officer, CSU System; Becky Takeda Tinker, Chief Innovation Operations Officer, CSU System

CSU System Staff present: Melanie Geary, Board Liaison; Adam Fedrid, IT Manager; Wayne Hall, IT Manager

Guests present: Amy Humble, Disruption Advisors; Becky Hofkes, Disruption Advisors; Cassidy Simpson, Disruption Advisors.

Chair Jordan asked for a motion to convene in Executive Session.

Motion/Action: Governor Easley moved for the Board to go into Executive Session of the Board of Governors and then Executive Session of the Evaluation Committee for the reasons listed in the meeting notice. The Motion was seconded by Governor Markey and carried unanimously. General Counsel Johnson read the Board into Executive Session at 1:14 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 meeting notice, the Board has moved to go into Executive Session of the full Board and Executive Session of the Evaluation Committee 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, to receive specific legal

advice on questions regarding the meeting topics referenced in this public notice and the meeting agenda, as well as legal questions concerning the Board's legal authority as set forth in the Colorado Revised Statutes, and to receive the Litigation Report from General Counsel related to pending and imminent litigation, as well as specific claims or grievances.

And 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 to receive legal advice from the General Counsel regarding the search process for the next President of Colorado State University and applicable laws under the Colorado Revised Statutes, which is confidential pursuant to C.R.S. § 24-6-402(3)(a)(II).

Following a Motion, second, and unanimous vote to leave Executive Session and Executive Session of the Evaluation Committee, the Board reconvened in open session at 2:56 p.m.

After a short break, Chair Jordan reconvened the Retreat in open session at 3:13 p.m.

Chair Jordan asked General Counsel Johnson to administer the oath of office to the new CSU Global Faculty Representative to the Board of Governors, Dr. Jennifer Davis. Dr. Davis affirmatively agreed to perform the duties as a member of the Board of Governors of the Colorado State University System, and to uphold the laws of the State of Colorado, the Constitution of the State of Colorado, and the Constitution of the United States.

Retreat Opening Session: Dr. Frank introduced Amy Humble from Disruption Advisors who was facilitating the retreat. Ms. Humble then led the Board through the retreat goals and an introduction icebreaker exercise to help everyone get to know each other better.

The retreat then concluded for the day at 4:02 p.m.

Thursday, August 4, 2022

Chair Jordan reconvened the retreat at 9:06 a.m.

Kickoff From Leadership: Chair Jordan provided an overview of the preparation work of herself, Chancellor Frank, and Ms. Humble, and her hope to develop a road map for new Board members and governance clarity for the future. She also discussed strategy and engaging people in the big ideas.

History and Context: Chancellor Frank provided context for actions taken by the Board over the past five years and reviewed the priorities set by the Board at the 2018 retreat and the 2021 retreat.

The retreat paused for a break at 10:13 a.m. and reconvened at 10:25 am.

Insight and Framing and S Curve: Ms. Humble reviewed the themes that had emerged during the pre-retreat interviews and discussed how they relate to the “S curve.” She then divided the group into groups of three to discuss for 25 minutes.

The retreat paused for lunch and 12:00 p.m. and reconvened at 1:15 p.m.

Role of the CSU System and Campuses: Following the S Curve exercises and discussions, the Board discussed the role of the CSU System and campuses, including: What makes the system and each campus unique? How/when should collaboration occur? What support should the CSU System provide?

The retreat paused for a break at 3:02 p.m. and reconvened at 3:15 p.m.

Board Norming and Governance: Ms. Humble led the Board through a discussion of the role of the Board of Governors before summarizing the day and explaining the approach for the discussion the following day.

The retreat paused for the day at 4:29 p.m. and then Chair Jordan asked the Board to convene in Executive Session.

Motion/Action: Governor Kawanabe moved for the Board to go into Executive Session for the reasons listed in the meeting notice. The Motion was seconded by Governor Valdez and carried unanimously. General Counsel Johnson read the Board into Executive Session at 4:31 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 meeting notice, the Board has moved to go into Executive Session of the Evaluation Committee 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 to receive legal advice from the General Counsel, which is confidential pursuant to C.R.S. § 24-6-402(3)(a)(II).

Following a Motion, second, and unanimous vote to leave Executive Session of Evaluation Committee at 4:56 p.m., the Board then reconvened in open session. With no further retreat or meeting business, the Board recessed for the day.

Friday, August 5, 2022

Chair Jordan reconvened the retreat at 9:02 a.m.

Recap and Warm Up: Ms. Humble recapped the discussion from the day before and led the Board through an exercise to better get to know and understand each other.

System Goals: Ms Humble then split the Board into groups to discuss System goals expanding on ideas and vision. When they reconvened, the Board discussed the following key priorities:

Innovation
K-12 Education
Access and Affordability
Student Success
Rural Development
Environmental Sustainability
System Administration (rename/rephrase)

Ms. Humble then discussed next steps in the process.

With no further business, the meeting and retreat adjourned at 11:25 a.m.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Graduate Certificates

RECOMMENDED ACTION:

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

Graduate Certificate in Aerospace: Satellites, Radars and Remote Sensing

Graduate Certificate in Arts Management

Graduate Certificate in Hydraulic Design

EXPLANATION:

Presented by Janice Nerger, Interim Provost

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.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

Graduate Certificates:

Walter Scott, Jr. College of Engineering

Graduate Certificate in Aerospace: Satellites, Radars and Remote Sensing – 9 credits

The Graduate Certificate in Aerospace: Satellites, Radars and Remote Sensing provides an introduction to aerospace engineering disciplines, including satellites, radars and remote sensing. A graduate certificate requires completion of 9 credits of 500-level and above graduate work. Students may apply for and complete just the certificate or may apply for both the certificate and a degree program. This allows students to start with the certificate and continue to a more advanced degree.

Graduate Certificate in Hydraulic Design – 9 credits

This certificate will give students an introduction to applied hydraulic design concepts and practices with this three-course series that instills the key core competencies and skills needed to practice as a hydraulic engineer. Students learn how, and why, to apply aspects of hydraulic structures. This certificate program prepares engineers or other professionals in the water, energy, or environmental resources to lead hydraulic design projects from concept creation to implementation. Whenever water must be managed, moved or stored, some form of hydraulic design is required to facilitate these processes.

College of Liberal Arts

Graduate Certificate in Arts Management – 12 credits

The Graduate Certificate in Arts Management provides post-baccalaureate students and professionals from a variety of arts disciplines with specialized training in the field of arts management, administration and creative economies. This program trains students to be arts leaders in policy, advocacy, engagement and theory within community arts sectors at the national, state and local levels.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Approval of Degree Candidates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees during the 2022-2023 Academic Year.

EXPLANATION:

Presented by Janice Neger, Interim Provost

The Faculty Council of Colorado State University recommends the conferral of degrees on those candidates who satisfy their requirements during the 2022-2023 Academic Year. The Registrar's Office will process the applications for graduation; only those individuals who complete all requirements will receive degrees.

Board of Governors of the Colorado State University System
Meeting: October 6, 2022
Consent Item

MATTERS FOR ACTION:

Program Review Schedule

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the 2022-2023 program review schedule.

EXPLANATION:

Presented by Janice Nerger, Interim Provost

In accordance with University policy, as approved by the Board of Governors, every Department or instructional unit must undergo a periodic program review. The following academic program review schedule is submitted for your approval:

College of Veterinary Medicine and Biomedical Sciences	Biomedical Sciences (1680) Clinical Sciences (1678) College Wide Interdepartmental Programs (1601) Environmental and Radiological Health Sciences (1681) Microbiology, Immunology & Pathology (1682)
Special Academic Units	Cell and Molecular Biology (1674) Ecology (1021) Molecular, Cellular and Integrative Neurosciences (1675) School of Advanced Materials Discovery (1054)
College of Natural Sciences	Biochemistry and Molecular Biology (1870) College Wide Interdepartmental Programs (1801) Physics (1875)
Warner College of Natural Resources	Geosciences Human Dimensions of Natural Resources Fish Wildlife & Conservation Biology

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Approval of Degree Candidates

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees to those candidates fulfilling the requirement for their respective degrees during the 2022-2023 Academic Year.

EXPLANATION:

Presented by Chad Kinney, Interim Provost and Executive Vice President for Academic Affairs.

The Faculty Senate of Colorado State University Pueblo recommends the conferral of degrees on those candidates who satisfy all their requirements during the 2022-2023 Academic Year. The Registrar's Office at CSU Pueblo will process the applications for graduation; only those individuals who have completed all requirements in a satisfactory manner will receive their degree.



Request for approval of a new graduate certificate - Digital Health Technology

Program Title: Digital Health Technology (DHT)

Degree Type: Graduate Certificate

STEM: No

Recommended CIP Code: 51.0701

Overview

Emerging technologies are impacting Healthcare Administration and Health Informatics. There is an increasing need for competent, educated Digital Health professionals with core competencies in these evolving technologies. Topics covered in the proposed certificate include Artificial Intelligence (AI), Robotics, Cloud Computing, Data Analysis, Health Information (HI) Systems and Design, Applied Informatics, Block Chain, Data Security, Project Management, Electronic/mobile Health, and others.

The **Graduate Certificate in Digital Health Technology** prepares students for understanding the expanding role of digital health technology in national and global health systems. Digital health technologies utilize computing platforms, connectivity, software, devices, and sensors for health care and related exchanges of medical information. These technologies span a wide range of interfaces, from device applications to support general wellness management to applications used on medical devices. Students will analyze trends in digital health technology, applications, challenges, and opportunities for healthcare organizations preparing to move into the future of digital healthcare.

Certificate Learning Outcomes

Graduates of the CSU Global Graduate Digital Health Technology Certificate will be able to:

1. Evaluate the drivers of digital health technology with a variety of perspectives.
 2. Determine the challenges and barriers encountered when adopting digital and health information system technologies.
 3. Evaluate the different types of data analytics used to support clinical and organizational decision-making.
 4. Critique the use of emerging technologies to increase access to medical care for underserved populations.
 5. Compare the leadership strategies needed to achieve goals established by regulations and standards.
 6. Investigate the benefits and risks of Artificial Intelligence (AI) used in healthcare analytics.
-

Fit with Institutional Mission

CSU Global Mission: Colorado State University Global is committed to advancing student academic and professional success in a global society, by providing access to dynamic education characterized by excellence, innovative delivery technologies, industry relevance, and strong stakeholder engagement.

CSU Global is a leader in online education known for delivering high-quality, workplace-relevant programs and providing students with close interaction with faculty. It is focused on supporting the modern learner who is looking for an affordable, online opportunity that offers flexibility.

CSU Global offers the following programs in healthcare and related technology disciplines:

- Bachelor's degree in Healthcare Management and Administration
- Bachelor's degree in Management Information Systems & Business Analytics
- Graduate degree in Healthcare Administration
- Graduate degree in Data Analytics
- Graduate specialization in Population Health
- Graduate degree in Information Technology Management

For the 2021-2022 academic year, CSU Global has 888 active graduate students in the Master of Healthcare Administration (MHA) program and 647 undergraduate students in the Bachelor of Science in Healthcare Administration (BSHAM) program. The MHA program has had 2,105 graduates from 2010 to 2021. While the MHA is one of CSU Global's largest master's programs, it does not have an industry-specific certificate option.

Market Demand - Evidence of Need

Since the onset of the COVID pandemic, healthcare has witnessed an increase in the need for employees knowledgeable in digital technologies to provide services and processes to patients in a variety of new modalities. Examples of areas where Digital Health Technology has expanded include patient portals, automated appointment reminder systems, digital patient check-in, telehealth, telemedicine, and online bill payment.

The use of artificial intelligence in healthcare is forecast to reach nearly \$8 billion by 2022. This has grown at a CAGR of 52.7% from \$667 million in 2016. The growth is driven by the increased usage of big data in the healthcare industry, the ability of AI to improve patient outcomes, the imbalance between health workforce and patients, reducing the healthcare costs, the growing importance on precision medicine, cross-industry partnerships, and a significant increase in venture capital investments in AI in the healthcare domain.

About 34,300 openings for medical records and health information specialists are projected each year, on average, over the next decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations, exit the labor force (e.g., retire), or reflect the growth of healthcare to support an aging population. The U.S. Bureau of Labor Statistics predicts a 13% increase in employment opportunities.

Recently, there were over 170,000 U.S. jobs posted under “healthcare technology” on Indeed.com. Healthcare Information positions include:

- Health Informatics Specialist
- Health Informatics Consultant
- Clinical Informatics Specialist
- Informatics Pharmacist
- Public Health Informatics
- Nurse Informaticist Informatics Manager
- Chief Medical Information Officer
- Informatics Director

Medical records and health information specialists typically need a postsecondary certificate to enter the occupation, although some qualify with a high school diploma. Others need an associate’s or higher degree. Regardless, certification is often required. For those that are prepared, the potential salary (according to Payscale) is good:

- The average salary for a Health Informatics Specialist is \$62,655 per year, with an average reported salary of \$41,000 to \$95,000 per year.
- The average salary for a clinical informatics specialist is \$76,818 per year, with a reported salary range from \$52,000 to \$107,000 per year.
- The average salary for a clinical informatics manager is \$90,261 per year, with a reported salary range of \$62,000 to \$128,000 per year.

Enrollment Projections

Year	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	
Academic Year	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
Headcount	0	25	70	100	125	130	450
Graduates	0	0	20	50	80	100	250
Student Credit Hour	0	150	420	600	750	780	2,700

Admission Requirements

Admission criteria for students for the Master’s Digital Health Technology Certificate will include:

- Bachelor’s degree from an accredited institution
- Cumulative undergraduate GPA of 3.00 or higher

Related program-focused Academic Opportunities on the other CSU Campuses

A Digital Health Technology degree or certificate opportunity is not offered by any of the CSU locations – CSU Fort Collins, CSU Pueblo, or CSU Online.

Online Competitive Environment and other Colorado Schools

The cost of our CSU Global certificate program will be \$6000. Other online programs include:

School with related certificate programs	Type	Credit Hours	Cost	Graduates (IDEDS data - Medical Informatics Certificate)
University of South Florida	Online	12	\$10,884 Total	82 graduates for 2019-2020
Temple University	Online	12	\$12,000 Total	15 graduates for 2019-2020
Regis University, Denver	Online - HCI	12	\$8,940 plus fees	7 graduates for 2019-2020
University of New England	Online	12	\$9,000 Total	9 graduates for 2019-2020
University of Massachusetts Lowell	Online	12	\$6,900 Total	No data
University of Denver	Online – Health Data and Analytics	12 (4) or 18 (6)	\$11,904 \$17,856	No data

A graduate certificate in Digital Healthcare Technology is not offered by other Colorado schools.

Faculty and Staff Resources – Current and Required

The current Healthcare Management Program Director will assume coordination and administrative management of the Digital Health Technology Certificate. No additional faculty are needed. We currently have sufficient coverage of both the BSHAM and MHA programs and have absorbed additional NUR faculty. Our HCM programs have several qualified, content expert adjunct faculty for development and teaching certificate courses.

Other Resources – Library, Facilities, Equipment – Current and Required

The program will be delivered online in an asynchronous format. Current student resources (library, Writing Center, career planning, tutoring, disability services) are well suited to support the Digital Health Technology Certificate. No other equipment or resources are needed.

NOTE: Given the DHT master's certificate is at the same academic level and in the same focused area as the existing MHA CSU Global degree, the Higher Learning Commission (HLC) approval is not indicated for this certificate.

Budget Projections

Year	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	
Academic Year	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
Headcount	0	25	70	100	125	130	450
Graduates	0	0	20	50	80	100	250
Student Credit Hour	0	150	420	600	750	780	2,700
Revenue							
Tuition	\$0	\$67,500	\$189,000	\$270,000	\$337,500	\$351,000	\$1,215,000
Total Revenue	\$0	\$67,500	\$189,000	\$270,000	\$337,500	\$351,000	\$1,215,000
Direct Expenses							
Curriculum Development	\$19,000	\$0	\$3,500	\$3,500	\$3,500	\$3,500	\$33,000
Instructional Costs	\$0	\$13,500	\$37,800	\$54,000	\$67,500	\$70,200	\$243,000
Total Direct Expenses	\$19,000	\$13,500	\$41,300	\$57,500	\$71,000	\$73,700	\$276,000
Net Revenue	(\$19,000)	\$54,000	\$147,700	\$212,500	\$266,500	\$277,300	\$939,000

General Timeline

The following timeline is planned:

- **Sept 2022:** Seek CSU Global Curriculum Committee recommendation for the program
- **Sept 2022:** Seek CSU Global Governance Council approval of the program
- **Oct 2022:** Seek CSU Board of Governor's approval of the program
- **Nov 2022:** Notification to Colorado Department of Higher Education
- **Jan-June 2022:** Course development, marketing plans, communication message
- **July 2023:** Launch of the certificate

Curriculum

Certificate Description: The Graduate Certificate in Digital Health Technology prepares students for understanding the expanding role of digital health technology in national and global health systems. Digital health technologies utilize computing platforms, connectivity, software, devices, and sensors for health care and related exchanges of medical information. These technologies span a wide range of interfaces, from device applications to support general wellness management to applications used on medical devices. Students will analyze trends in digital health technology, applications, challenges, and opportunities for healthcare organizations preparing to move into the future of digital healthcare.

The program is 12 credit hours and consists of four (4) courses:

1. **DHT506.** Technology and Health Informatics, 3 credits
2. **HCM570.** Health Information Systems, 3 credits
3. **HCM555.** Health Informatics and Population Health Analytics, 3 credits
4. **DHT510.** Emerging Technologies and the Future of Health Innovation, 3 credits

Course Details

DHT506. Technology and Health Informatics (*revision of the current NUR506 course*)

In this course, students are provided with an extensive overview of healthcare technology and informatics. Course emphasis is on the integration of medical technology and information

science in professional practice. Practice knowledge of healthcare technology and informatics will serve as the foundation on which to build new knowledge regarding technology systems, evidence-based practice, education, and communication in healthcare settings.

1. Compare different technology management strategies.
2. Discuss the impact of technology on clinical decision making.
3. Synthesize the correlation between informatics and patient care outcomes.
4. Identify effective telemedicine practices.
5. Evaluate remote device's impact on provider and patient satisfaction.

HCM570 Health Information Systems (*Current MHA course*)

Students will examine core knowledge and skills needed to oversee the information technology and informatics in a healthcare environment. Topics include how to identify and solve organizational problems affecting the design, implementation, and use of health information management systems and data throughout the enterprise. Students analyze the functions and interoperability of various systems including regulatory requirements, how to assure the confidentiality of patient information, and recent trends in the changing healthcare landscape.

1. Examine how healthcare information management systems are used in a healthcare setting.
2. Explain the role, responsibilities, and challenges of leadership in implementing effective healthcare information systems.
3. Analyze information technology challenges and opportunities currently facing healthcare.
4. Explain challenges related to patient information protection, privacy, and confidentiality and the impact of regulations on healthcare information management systems.
5. Assess how new trends in healthcare information management technology will improve healthcare patient outcomes and improve organizational performance.

HCM555 Health Informatics and Population Health Analytics (*Revision of current MHA, Population Health Specialization course*)

Students will explore strategies to gather patient information and new forms of data to be used to measure healthcare delivery, improve patient outcomes, and provide a foundation for public health surveillance. In this course, participants explore the value proposition for "clinical intelligence" and the role of analytics in supporting a data-driven, learning healthcare system. Students evaluate the use of health information in the context of population health informatics. The goal is to understand data gathering that results in knowledge that results in an exchange of data that supports population health surveillance through statistical and visual analytics.

1. Appraise contemporary information science theories and methods toward the generation, management, and sharing of biomedical data.
2. Evaluate the approach in which data, information, and knowledge are generated.
3. Critique key issues in healthcare informatics as applied to analysis of population health.
4. Distinguish how informatics is utilized to address population health needs across diverse settings, from individual patients to universal public health issues.

DHT510 Emerging Technologies and the Future of Health Innovation (*New Course development*)

In this course students examine the capabilities of Telehealth and how technology can expand access to healthcare for underserved populations. Topics include Artificial Intelligence (AI), Robotics, Cloud computing, Data Analysis, Health Information (HI) systems and design, Applied Informatics, Block Chain, Data Security, Project Management, electronic/mobile Health, and others. Additional topics include mobile technologies, wearables, and patient-centered health care.

1. Appraise the value of remote monitoring to support patient care.
2. Examine multidisciplinary team collaboration to improve health information technology implementation success.
3. Evaluate the role of technology in assisting healthcare organizations to achieve healthcare outcomes.
4. Analyze the value of patient empowerment with mHealth (mobile health) through self-monitoring and remote care.
5. Examine behavioral and population health improvements with emerging technologies.

Board of Governors of the Colorado State University System
Meeting Date: October 6-7, 2022
Consent Item

MATTERS FOR ACTION:

Approval of Degree and Certificate Candidates for CSU Global

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the granting of specified degrees and certificates to those CSU Global candidates fulfilling the requirement for their respective programs during the 2022-2023 Academic Year.

EXPLANATION:

Presented by Paul Savory, Provost

CSU Global recommends the conferral of degrees and certificates on those candidates who satisfy their program requirements during the 2022-2023 Academic Year. The CSU Global Registrar's Office will ensure that only those individuals who satisfactorily complete all program requirements will be conferred with a degree or certificate.

COLORADO STATE UNIVERSITY SYSTEM

Policy and Procedures Manual

SUBJECT: GOVERNANCE

Policy 122: CSUS Board Appointments Policy

Board Policy

In accordance with C.R.S. § 23-30-113, the Board has authority over all personnel matters relating to the Colorado State University System (CSUS) and its institutions and has delegated the authority – with certain reservations – to the Chancellor and the Presidents. Unless modified herein, all prior delegations of authority remain as set forth in specific Board resolutions. Further, C.R.S. § 24-50-135 *et seq.*, authorizes the Presidents of public higher education institutions, or their designees, to determine which administrative positions are exempt from the State personnel system. Also, Board Policy and procedures for appointments provide for different types of appointments depending on the category and function of the appointee, reserving to itself the appointment of the Chancellor; and on the recommendation of the Chancellor, the campus Presidents and CSUS Officers, as defined in Policy 105 and 106.

Employee groups include:

1. Administrative Professionals;
2. Academic Faculty; and
3. State of Colorado Classified Staff.

Procedures:

1. Administrative Professionals:
 - a. The Board has delegated to the Chancellor the authority to appoint and terminate administrative and professional personnel to the CSUS, except the General Counsel and Auditor; and to the Presidents the authority to appoint and terminate members of the administrative and professional personnel of their campuses. The Board delegates to the Chancellor final authority to approve appointments and terminations of the institutional senior executive officers – i.e., Vice Presidents, Deans, and other direct reports to the Presidents – of the campuses on the recommendations of the Presidents. Institutional restructuring that impacts senior executive officer positions must also be approved by the Chancellor.
 - b. The Chancellor and the Presidents administer salary increases for administrative professionals in accordance with Board approved guidelines and Board approved annual budgets and report the results to the Board, as appropriate.
 - c. The Chancellor and Presidents maintain annual evaluation and

performance assessment processes for all administrative professional personnel for the purpose of performance improvement, salary administration, and renewal of appointments.

- d. The Chancellor informs the Board, and the Presidents inform the Chancellor and the Board, of actual or impending vacancies and searches affecting the senior executive officers of the CSUS or the institutions.

2. Academic Faculty:

- a. The Board has delegated the authority for all faculty appointments and terminations to the campus Presidents.
- b. The Presidents provide annual staffing reports of academic faculty to the Chancellor and the Board.
- c. The Presidents administer salary increases for academic faculty in accordance with Board approved guidelines and Board approved annual budgets and report the results to the Chancellor and the Board.
- d. The Presidents maintain annual evaluation and performance assessment processes for all academic faculty for the purpose of performance improvement, salary administration, and renewal of appointments, including post tenure review at least once every five (5) years for tenured members of the faculty.

3. State of Colorado Classified Staff:

- a. The Board has delegated to the Chancellor and the Presidents the authority to administer the State of Colorado State Classified System for the CSUS and the campuses, as appropriate.
- b. The Chancellor and the Presidents provide annual staffing patterns for classified staff to the Chancellor and the Board, as appropriate.
- c. The Chancellor and the Presidents administer salary increase procedures for the classified staff in accordance with State rules and legislative direction and report the results to the Chancellor and the Board, as appropriate.

History: Amended by Board Resolution on May 3, 1995
Amended by Board Resolution on December 2, 2002
Amended by Board Resolution on June 17, 2003
Amended by Board Resolution on March 17, 2004
Amended by Board Resolution on December 4, 2000
Last amended by Board Resolution on October XX, 2022

COLORADO STATE UNIVERSITY SYSTEM

Policy and Procedures Manual

SUBJECT: BUDGET AND FINANCE

Policy 207: CSUS Board Real Estate Investment Funds Policy

Board Policy

Proceeds from the sale of real estate assets owned by the Board for the benefit of the institutions shall be held in an institution's reserves or such funds as directed by the Real Estate Investment Fund Policy, until such time as the institution designates an appropriate use for such proceeds in accordance with that policy. Only in extraordinary circumstances, and with the Board's prior approval, shall the use of proceeds from the sale of real estate assets be allowed for purposes of funding annual operating costs not related to the long-term investments described herein.

Procedures:

A. REAL ESTATE INVESTMENT FUND POLICY

The purpose of this section is to provide guidelines for the prudent and most beneficial use and management of the proceeds from the sale or commercial lease of CSUS real estate assets in order to serve current and future needs.

B. SALE OF REAL PROPERTY

CSUS has acquired real property through land grants from the federal government, private land donations, and by direct purchase. As a result, the proceeds from the sale of CSUS real property may be restricted by the terms of a contract or gift, or by statute, depending upon how CSUS acquired title to such property. In particular, the use of any proceeds from the sale of land granted by the federal government is constrained.

C. ENDOWMENT LAND PERMANENT FUND

CSUS has its origins from land granted by the federal government under the 1862 Morrill Act. There are federal and state statutory restrictions governing the use of the proceeds from the sale of any such land. See, e.g., 7 U.S.C. § 301 *et seq.*; C.R.S. §§ 23-31-302 & 504. All proceeds from the sale of any land granted by the federal government shall be prudently invested to yield a fair and reasonable rate of return, and shall be maintained by each institution in an Endowment Land Permanent Fund. The principal of that fund shall not be impaired or used for any purpose, unless specifically approved by the Board. Subject to the approval of the Governor, the Board may expend no more than ten (10%) percent of an Endowment Land Permanent Fund for the purchase or exchange of lands for sites or experimental stations.

D. ENDOWMENT LAND INCOME FUND

The income earned from each institution's Endowment Land Permanent Fund

shall be transferred, no less than annually, to an institution's Endowment Land Income Fund. This fund shall be prudently managed to yield a reasonable rate of return. The Endowment Land Income Fund, including both principal and interest, may be used from time to time to purchase real property, upon the recommendation of the President of the institution and the approval of the Board. In accordance with applicable legal restrictions, the Endowment Land Income Fund shall not be used for the purchase, erection, preservation, or repair of any building or buildings.

In addition, the institutions may use the annual revenue from the Endowment Land Income Fund (the "Annual Revenue") to support programs that benefit members of federally-recognized or state-recognized Native American Tribes, including but not limited to supporting undergraduate and graduate student programs, supporting faculty and employee programs, and developing outreach and engagement programs. The Board delegates to the Chancellor, after receiving a recommendation from the President that is developed in consultation with the Associate Vice President for Indigenous Affairs, the authority to approve annual expenditures from the Annual Revenue up to the full amount of the new Annual Revenue in any fiscal year, provided that if the Annual Revenue for any fiscal year exceeds \$500,000, Board approval is required for expenditures in excess of \$500,000. The President will provide annual reports about the funded programs. The Board will review this Policy and the programs funded by the Annual Revenue every three (3) years.

E. CSU-PUEBLO RESTRICTED QUASI ENDOWMENT FUND

Proceeds from the sale of land that was donated to establish Colorado State University- Pueblo (CSU-Pueblo) and proceeds from the sale of the Walking Stick property shall be held in a Restricted Endowment Fund known as the Quasi Endowment Fund. This fund shall not be impaired or used for any purpose unless specifically approved by the Board. Interest income generated from the Restricted Endowment Fund may be used to support academic programs, facility improvements, and other higher education purposes. Unused interest income shall be reinvested in the Restricted Endowment Fund.

F. REAL ESTATE INVESTMENT FUND

The net proceeds from the sale or development of unrestricted real property held by the Board for the benefit of an institution shall be deposited into that institution's Real Estate Investment Fund. This fund should be managed by the individual institutions in conjunction with the Real Estate Office to consummate transactions that promote the highest and best use of CSUS land and resources. When determining the "highest and best use," an institution should consider both the short term and long term impact on an institution's mission and its programs, in addition to a transaction's potential to generate revenue. Appropriate uses of the Real Estate Investment Fund may include, but are not limited to, real estate development, real estate acquisition or real estate investments, investment in capital assets, investment in the physical infrastructure of the campus, or investment in the enhancement of the academic programs offered by the institution.

Only in extraordinary circumstances, and with the Board's prior consent, shall the proceeds from the sale of real estate assets be used for purposes of funding annual operating costs not related to the long-term investments described herein. The proceeds from real estate transactions that are funded by the Real Estate Investment Fund, less customary and reasonable expenses, should be returned to the Real Estate Investment Fund to facilitate additional transactions.

G. LEASED CSUS PROPERTY

Where appropriate, income generated from the commercial lease of CSUS real property, which is held for the benefit of an institution, may be deposited into that institution's Real Estate Investment Fund. For example, income generated from oil and gas leases or other leases where an institution is not required to incur significant operating or maintenance expenses may be deposited into the Real Estate Investment Fund at the discretion of an institution's President. Each institution should document all commercial leases, the income generated from each lease, and the current use and any restrictions on the use of such income to enable the President to determine how such income should be used in the future.

H. OVERSIGHT AND REPORTING

The Real Estate Office should prepare quarterly reports to the President and the Board, which should detail CSUS's real estate holdings, a description summarizing the sale or purchase of any real estate, a description of any real estate development transaction, an accounting for commercial lease income, and the status of the Endowment Land Fund, the Endowment Income Land Acquisition Fund, and the Real Estate Investment Fund. CSU-Pueblo, at the discretion of its President, may elect to directly report to the Board regarding such matters.

Section 14

CSU-Pueblo Campus 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

Student Engagement

We kicked off the first week of the school year with Welcome Week, which had various events each day for our students to participate in thanks to the Student Engagement and Leadership Team on campus. They hosted bingo night, glow golf, outdoor games on the patio, and our student involvement fair which displayed our various community and campus organizations for students to join. Our participation this year is so incredibly high, we are excited to see our students engaged with our campus again and the school spirit is climbing!

Hispanic Serving Institution Week

Dr. Roberto Montoya came down to talk to students, faculty, and staff about the importance of DEI work in higher education as well as addressing how we *serve* our HSI populations. This event generated important conversations that I wanted to continue, so I scheduled a meeting with our LatinX Student Union and invited Dr. Mottet, Dean of Students Dr. Humphrey, Associate Vice President of Operations and Advancement, and Dr. Derek Lopez to sit in on the conversations with them.

The biggest needs they identified were:

- Making college accessible and oriented around their families
- Having a Hispanic Discover Day for prospective students
- Certifying bilingual students as translators and providing student employment opportunities for them on campus
- More college documents and spanish FAFSA nights
 - Difficulty translating academia language to their families
- More CSUP marketing in large H ispanic populated communities

The biggest positives they highlighted were:

- They came to CSU Pueblo because more students looked like them
 - They were less likely to face microaggressions and discrimination that they experienced in schools in Northern Colorado
- Once their families realized we did have resources for spanish-speaking families they were incredibly more supportive of their child going to college
- Appreciate that we have Hispanic culture displayed around our campus

Colorado Student Government Coalition

Recently, the CSGC convened to continue our conversations about: mental health, equity gaps, basic needs security, housing affordability and accessibility/ affordability of higher education. I also had the chance to talk to DU's student government about our work in HSI and DEI on campus and they are wanting to collaborate to learn about how they can implement some of our work on their campus. Colorado Mesa University also reached out to me after CSGC to talk about how we are getting our students engaged on campus, after I reported how high our participation is on campus this year.

Life Skills Course

In an effort to develop more career readiness and FYE opportunities in the curriculum, we are actively having conversations with our Honors Program Director, Dr. Volk, the Provost Dr. Kinney, and the Dean of Undergraduate Programs Dr. Benkert about a life skills course that would cover resume building, networking, financial literacies, etc. We are also looking at developing an Alumni mentoring opportunity for students to connect with Alumni that are currently working in their interested fields.

On Campus Transportation

There appears to be a growing issue of needing transportation on campus for our students that do not have a vehicle to have access to grocery stores without relying on the buddy system. We are having conversations about how much a van would cost that is ADA approved and also looking at staffing for that van to run.

Give Day

ASG recently completed our application for our Student Emergency Fund campaign, which raises money that will go towards helping students experiencing financial emergencies detrimental to their academic success. Last year, we ended up raising \$4,450 which I am hopeful we will surpass this year. Give Day will be on November 3rd.

Homecoming Alumni Bonfire

In a couple weeks, we will be celebrating our Alumni Homecoming week and ASG always starts it off with our Annual Bonfire that is open to the Pueblo and campus community. We will be roasting s'mores and hotdogs, serving hot chocolate, and providing various activities as well as enjoy performances from our band and cheer/ dance teams.

**Colorado State University System Board of Governors
 CSU-Pueblo Faculty Representative Report
 October 5-7, 2022, Fort-Collins
 Dr. Md Rashad Islam, P.E.
 Reported on September 22, 2022**

RRCAP FROM PREVIOUS REGULAR MEETING

The previous regular BOG meeting was held on June 8-10, 2022 in Westminster, CO. As stated, CSU Pueblo faculty are fatigued, overloaded and undercompensated. Some random examples of salary were quoted from different disciplines.

Another faculty dissatisfaction example is presented here. The STEM college has 32 tenured/tenure-track faculty excluding the 2 administrative faculty. During the past AY, five faculty left (not retiring) the positions, which is 16% of the total faculty. Three additional faculty retired in the past AY also from this college. Leaving this high percent of tenured/tenure-track faculty is an indication of faculty dissatisfaction which may be occurred by many factors.

QUOTES FROM FACULTY

A quote from an Assistant Professor expressing his/her concerns on faculty load and compensation.

"As everyone knows, CSU Pueblo is extremely understaffed in almost every department. Faculty and staff are underpaid and overworked. There has been a decline in the overall lack of quality provided to our amazing students both academically and across student services. Having to regularly hire new faculty and/or staff creates an unnecessary financial burden for the university. This activity also contributes to a reduction in university productivity due to the time commitment involved with hiring processes for search committees. Student retention and success are directly affected by these challenges, which influence educational experiences in complex ways that can take decades to repair. It is imperative that this university be equipped to sustain our growing programs and students' needs by addressing salary and staffing issues. Instead of pursuing further CSU system expansion, please take a moment to consider what additional actions can be taken to improve faculty and staff retention at your existing institutions (i.e. pay equity analysis, operational audit)."

Another quote expressing the compensation concern by Dean Leticia Steffen:

"...When we post new full-time faculty positions, we are required to do a market salary analysis (HR/Corey Shilling help with these numbers) and make sure our salaries fall within a market range. This is great for new employees; however, it inevitably leads to salary compression (and inversion) when comparing new hires' salaries to existing faculty salaries. It puts us in a very awkward situation when we hire new faculty at rates comparable to (and sometimes higher than) existing

faculty. This provides further emphasis that we need to make sure our existing faculty are receiving salaries that are within a fair market range.”

Another quote expressing a university success from an Assistant Professor:

"The CSU Pueblo Aztlán Center is an initiative started by the University Library in 2021. The Center is dedicated to the study of Chicana, Latinx and Indigenous Peoples and Environments of the Southwest. We will be hosting our 2nd annual Summer Institute focused on providing educational opportunities for faculty, students, and the community at large. This year we are honored to be the recipients of the following funding sources: Peggy Barber Tribute Grant Award from the American Library Association's Public Programs Office; REFORMA National Program Grant Award from REFORMA: the National Association to Promote Library and Information Services to Latinos and the Spanish Speaking; Title V: Developing Hispanic Serving Institutions Program. These grants have brought national recognition and attention to CSU Pueblo, our University Library, and the Aztlán Center. The in-person event is sold out and we anticipate that attendance will increase by over 75% from last year with participants from across the country."

FACULTY COMPENSATION

The CSU-Pueblo faculty compensation is believed to be poor. CSU-Pueblo faculty would encourage the CSU-System to conduct a comparative study on faculty salaries within our system and with our peer institutions. Our faculty are fatigued, overloaded and undercompensated. President Mottet is trying hard to recover the compensation to 90% of the market standard as stated in the previous meeting and increase the job satisfaction. Governors, please support our university leadership as much as you can in this effort.

President Mottet announced on August 19, 2022 on the fall convocation day, a 4 percent salary increase effective from July 1 for faculty and staff who meets the expectation in their annual performance ratings. CSU System Board of Governors had approved similar budget in the last June meeting. Note that faculty did not receive any salary increase last two years, and received a minimal increase before that.

CAMPUS HIGHLIGHTS

Technology Building Remodeling

- The CSU Pueblo Technology building is now empty for the construction works to be started as soon as possible.
- Due to the inflation and/or increase in material cost, the renovation plan has been divided into 2 phases. The first phase will renovate a part of the building using the existing budget. The university will seek additional funding for Phase 2 renovation of the other part of the building.

School of Engineering

- With the approval of the Board of Governors, College of Science, Technology, Engineering and Mathematics (STEM) announced the School of Engineering on May 25th.
- Two departments, Department of Engineering and Department of Engineering Technology and Construction Management, are merged under a single school umbrella.
- Dean Lehmpuhl announced Dr. Sylvester A Kalevela the interim Associate Dean of the School of Engineering. Dr. Kalevela was the Dean of the previous college naming College of Engineering, Education, and Professional Studies.

Southern Colorado Institute of Transportation Technology (SCITT)

- Colorado Governor Jared Polis visited CSU Pueblo suddenly on May 27th and gifted us a transportation institute naming ‘Southern Colorado Institute of Transportation Technology’.
- CSU Pueblo President Mottet unveiled the New Southern Colorado Institute of Transportation Technology during a press conference on Thursday, July 7th. Md Rashad Islam has been announced the first Director of the Institute.
- Pueblo Mayor Nick Gradisar, CSU System Governor Russel Desalvo (Thanks Governor Desalvo), Director of Government Surface Transportation Business Development at ENSCO Ruben Pena, ENSCO Program Manager Eric Sherrock, and many other distinguished guests attended this program.
- Pueblo Chieftain published the news with the headline of “Silicon Valley of surface transportation: CSU Pueblo launches transportation institute” on July 7th by Pueblo Chieftain reporter James Bartolo. The news can be found here, <https://www.chieftain.com/story/news/2022/07/07/csu-pueblo-announces-new-transportation-technology-institute/65368790007/>
- The institution did not receive any monetary support from the state this year, and will continue seeking a budget next year.
- The SCITT is located at: <https://www.csupueblo.edu/southern-colorado-institute-of-transportation-technology/index.html>

New Addition to Campus Life

- Operations & Advancement arranged the Grand Opening of DaBrix in the Occhiato Student Center, on 06/17/2022, 05:00 PM-08:00 PM on the Main Floor Friday, June 17th from 5:00 pm to 8:00 pm. This family friendly event included music, family friendly activities, free food and discounted beer and wine. DaBrix is our newest venue on campus, recently remodeled featuring an inviting indoor/outdoor space to chill after a long day of classes or work.
- A new Celebration Event, naming Salud (which means health) has been started on July 14 to celebrate employees with a birthday, anniversary, promotion, birthday, retirement or departure in the month of June/July. President Mottet announced that this event will be

arranged every month. Participation was spontaneous and loved by all. The second and third Salud were held on August 25th and September 20th.

CSU PUEBLO IN THE NEWS

As part of a study abroad program, CSU Pueblo has exchanged students with the University of Bergamo and the University of Turin since 2009. The program was briefly put on hold in 2020 and 2021 due to the pandemic, but CSU Pueblo will welcome one student from the University of Bergamo and two students from the University of Turin this fall.

After renewing their partnership with the University of Bergamo, Colorado State University Pueblo President Timothy Mottet, his spouse, Rick Gonzalez, and CSU Pueblo Director of Italian Chris Picicci were having dinner in Bergamo, one of Pueblo's two Italian sister cities, when their waiter, a young man named Alex, came to take their order.

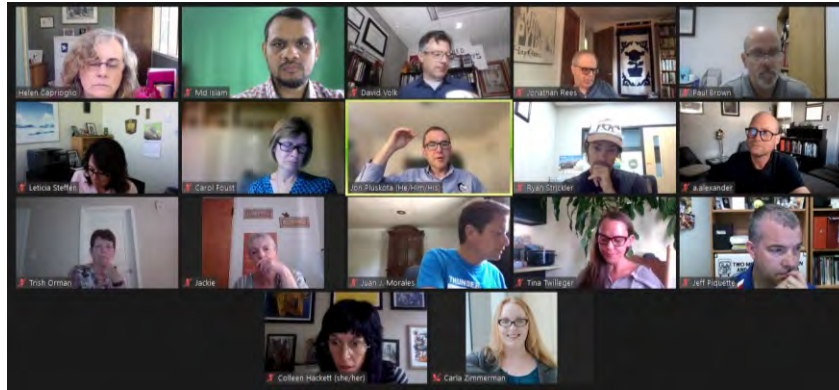
Striking up a conversation with the three men having dinner, Alex learned the three were from Colorado. He told the men he was supposed to study at a university in the state but his travels were interrupted by the pandemic. He asked the men from the Centennial State if they had heard of the university, CSU Pueblo.

"We just looked at him and we looked at each other," Mottet said. "We said, yes, we've heard of that place. We introduced ourselves, and it was just very serendipitous ... We gave him our business cards and said we'd be more than happy to help him. We laughed and went on to the next city on our itinerary, but it was a lovely night and it was very serendipitous."



MISCELLANEOUS ITEMS

- University programs assessment team of this year met on 6/14/2022 to discuss the current assessment activities, how to improve the assessment strategy for efficiency and effectiveness.



- CSU Pueblo will cohost American Society of Civil Engineers (ASCE) Regional Student Competition during 2022-2023 cycle. Air-Force Academy will be the primary host. The competition will take place in spring of 2023.
- President Mottet announced on June 14, 2022 that graduate students in Pueblo will see a 3% increase in tuition this year and 2% resident undergraduate tuition increase to assist the campuses in keeping up with inflation and closing revenue gaps from the pandemic year. He also included that CSU Pueblo received \$3.8 million for controlled maintenance and \$458,000 in communications technology upgrades.
- Mentoring Access & Platforms in STEM (MAPS) arranged a field tour on July 15th to the National Renewable Energy Laboratory (NREL) located in Golden. NREL specializes in the research and development of renewable energy, energy efficiency, energy systems integration, and sustainable transportation.
- Dr. Misty Sailors, an Internationally Recognized Researcher in Literacy Education, to be Dean of Graduate Studies, release date, June 08, 2022.
- Well Wishes for Provost Abdelrahman was held on 07/06/2022, 4.0 PM, on behalf of Office of the Provost.
- School of Education faculty was collecting school supplies for Baca Elementary from 06/22/2022 - 09/01/2022.
- Professor of Music David Volk staged an original play on 06/23/22, 07:00 PM-10:00 PM, with through-composed music entitled "I'm Here." The work is based on a novel (unpublished) Dr. Volk wrote many years ago based on a character modeled on his son:

"Reese Gentry Carter is an endearing and happy eight-year-old autistic boy with an affinity for inventing words that become his own private language.

- CSU Pueblo HRIE arranged Search & Screen Training required for search and screen committee members almost every 1-2 months.
- CSU Pueblo celebrated National Hispanic Serving Institutions (HSI) Week Sept. 12 through 18 with programming, performances and speakers throughout the week. HSI Week opens Hispanic Heritage Month, Sept. 15 through Oct. 15, which takes place as CSU Pueblo honors 51 years of Chicano Studies Programs at the Belmont campus.
- Trevor G. Gates Ph.D., Assistant Professor in Social Work in the College of Humanities, Arts, and Social Sciences at CSU Pueblo has received a Core Fulbright U.S. Scholar Program award for the 2022-2023 academic year from the U.S. Department of State and the Fulbright Foreign Scholarship Board.
- CSU System IT Alignment Progress Report Vol. 1 got published. Thanks CSU System IT Alignment Core Team, David Bartolo, James Cizek, Adam Pocius, Candace Ramsey and others.
- Colorado State University Pueblo and the University of Arizona partnered to receive a three-year \$600,000 CISE-MSI from the National Science Foundation grant to expand research capacity for artificial intelligence enabled cyber infrastructure vulnerability assessment.
- The Center for Teaching, Learning, & Leadership is offering a MicroCert Application: Inspire Inquiry & Lifelong Learning during this fall both online and F2F classes with a stipend of \$500 for attendees.
- The CSU Pueblo Chapter of the American Association of University Professors (AAUP) held its first meeting of the academic year on Thursday, September 8th.
- State Fair tickets were given out to faculty and staff on Thursday, August 25th during the Salud Event on the Patio outside of OSC from 5:00 to 6:30 pm.
- Faculty and Staff were welcomed to join President Mottet for lunch in the Pack Café on Wednesday, August 24 from 12:00 to 1:00 pm.
- Faculty and Staff were invited to have popcorn with the President on Friday September 16th from 4:00 to 5:00 PM in the President's Office.
- Students, faculty and staff are receiving consideration for Faith, Belief, & Religious Observations especially from this year. Some dates to consider this coming semester: 9/25-27 Rosh Hashanah, 10/4-5 Yom Kippur. Each Friday may require the departure of some community members for prayer in the afternoons. For spring semester, please be aware of events like Passover (April 5-15), Good Friday (4/15), and Eid-ul-Fitr (approximately 4/22, dependent upon the lunar cycle).

FUTURE BUSINESS

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.

Acknowledgments:

- *Faculty who provided the quotation*
- *STEM Dean Dr. Lehmpuhl for sharing the faculty data*
- *Dean Leticia Steffen for sharing her faculty compensation concern*



To: Colorado State University Board of Governors
 From: Dr. Timothy Mottet, President
 Subject: October 2022 President's Report

Increasing Our Appeal | Enhancing Student Success | Developing Our People

My report for the October 2022 board meeting is divided into six sections: Take-Aways, Enrollment and Budget, Academic Affairs, Operations and Advancement, Brief Reports, and CSU Pueblo in the News.

Take-Aways

1. First-time, full-time freshmen enrollment target was exceeded for the first time in four years, with a total of 656 new freshmen students. This is an 8% increase from fall 2021. New transfer student enrollment also exceeded the enrollment target, with a total of 370 students.
2. The Department of Residence Life is providing housing to 719 students on campus, an increase of 134 students from 2021.
3. The M.Ed. graduate program has over 183 students, quadrupling enrollments since moving to a fully online modality.
4. Fall resident instruction tuition revenue is tracking ~3.0% below budget. Monitoring of revenues will continue throughout the year and additional reductions in spending may be necessary to overcome this expected shortfall.
5. We ended FY22 increasing the following fund balances: E&G increased by \$1.7m; Extended Studies increased \$662; and Recreation Center increased \$84k.
6. Faculty are reviewing five new certificate program proposals for fall 2023: Spanish for the Health Professions, Geography, Colorado History, Nutritional Psychology and Character Education. Associate degree program proposals are also being reviewed to align with the Colorado Re-Engaged (CORE) Initiative.
7. The Operations and Advancement team oversees a strategic selection of campus enterprises and responsibilities: Facilities Management and the campus physical plant; Auxiliary Services; Hispanic Serving Institution Initiatives; Marketing, Communications, and Community Relations; and the Denver-based Advancement team. The Operations and Advancement team's objective is to build and strengthen the ten initiatives of Vision 2028 and support the campus ecosystem as we work to achieve the university's wildly important goals: elevating the appeal of campus, enhancing student success, and developing our people.
8. The \$17M state-funded Technology Building renovation has begun. Final design/build plans were presented to Cabinet as a phased approach in September of 2022, and, as of the start fall 2022, all academic programs have been relocated to existing spaces on campus.
9. HR created a new and comprehensive new hire orientation this past summer and launched the program in August 2022. This orientation brings together speakers from all departments across campus to share an overview of their areas with new employees and is required for new employees to attend within the first month of employment.
10. CSU Pueblo Athletics concluded a very successful 2021-22 campaign with 640 student-athletes attaining a combined 3.176 grade point average during the academic year. The ThunderWolves finished 24th in the Directors' Cup standings (out of 310 schools) with 31 All-American performances and 5 individual national champions.

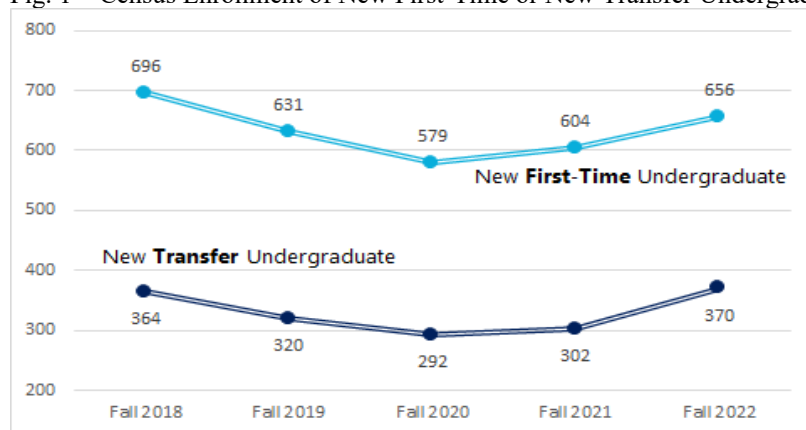
ENROLLMENT AND BUDGET

Launching Fall 2022. We launched the Fall semester with "All Employee" meeting on Friday, August 19. We opened the event by recognizing our new employees, new tenured employees, and 15 stealth employees. This recognition was followed by my presenting the annual State of the University Address titled, *The Other Side of Fear* <https://www.youtube.com/watch?v=wP0xHdx1HAQ> My message asked all faculty and staff to make the decision to be on

the other side of fear to regain their agency and their ability to optimizer their effectiveness at home and at work. I paraphrased the frustration, concerns, and anxieties that I have been hearing over the past several months from faculty and staff and laid out a course of action to address the frustration and concerns. I announced an increase in merit compensation as well as a new set of employee enhancements. I asked all faculty and staff to strengthen their commitment to the following: Being physically present on campus, working every day to help the university reach its three institutional goals, and re-committing to the vision and mission of CSU Pueblo. The event was well attended and was preceded by breakfast.

Fall 2022 Enrollment. Beginning on July 1, strategic enrollment events were deployed specifically to meet the new freshmen and transfer student enrollment. Regular events that provided one-stop support to support new and continuing student enrollment played a large role in CSUP meeting the new student targets. New Freshmen (First-Time) and New Transfer Enrollment continued to improve through these initiatives, coming out of the COVID-19 dip of Fall 2020/21 and showing real growth for the first time in five years.

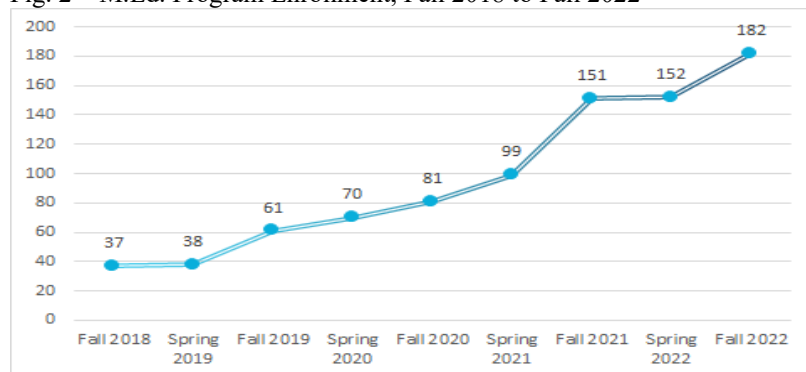
Fig. 1 – Census Enrollment of New First-Time or New Transfer Undergraduates, Fall 2018-2022



Through the enrollment initiatives of Colorado Promise (new freshmen) and Pack Promise (continuing students), over 25 students demonstrating high financial need (family income of less than \$50,000) enrolled. Plans to continue this initiative are in place through the fiscal year 2024.

High enrolling undergraduate programs include the Bachelor of Science in Health Science with 333 students, following behind that were Biology and Pre-Business majors. Similar events are already scheduled to support Spring 2023 enrollment for both new and continuing students.

Fig. 2 – M.Ed. Program Enrollment, Fall 2018 to Fall 2022



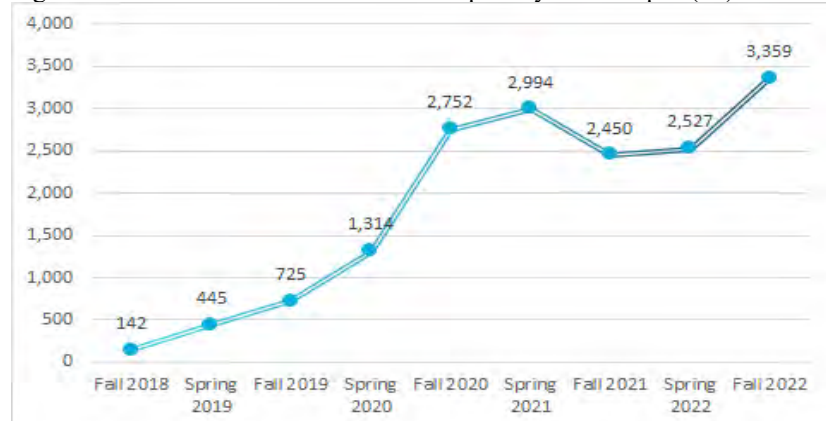
Continuing student enrollment decreased 6.6%; strategic efforts are underway to enroll students from Spring 2022 into Spring 2023 to close the graduation gap.

The Division of Extended Studies (ES) of its programs has seen the following growth for the Fall 2022 term. CSU Pueblo Online between Fall A and Fall B is offering 16 new courses to support broadening general education opportunities and creating the courses needed for launching 3 new degree programs and emphasis areas that launched Fall 2022: Master of Education – Principal Licensure emphasis, Master of Engineering Management, and Doctor of Nursing Practice – Population



Health. CSU Pueblo Online is offering 61 courses in Fall A, which is a 22% increase from Fall A 2021 and 42% increase from Fall A 2020. Final course offerings for Fall B will be determined in October. Online programs currently has 379 degree or certificate seeking students enrolled, with 2465 individual course registrations between Fall A and Fall B among fully-online degree seeking students, RI students, and non-degree students.

Fig. 4 – CSU Pueblo Online Credits Attempted by On-Campus (RI) Students, Fall 2018-2022



Graduate enrollment continues to be a new market of student enrollment, through resident instruction and Extended Studies online. There are ongoing marketing strategies to increase student enrollment into these programs through 3+2 program

Traditional Degree-Seeking Graduate Students

Graduate Student Type	Resident Instruction	CSU Pueblo Online	Grand Total
New	81	55	136
Continuing	141	112	253
Grand Total	222	167	389

3+2 Students

3+2 Program	Fall 2022 Students
MBA Business Administration 3+2	36
MS Athletic Training 3+2	14
MS Mechatronics 3+2	12
MS Biology 3+2	6
MS Biochemistry 3+2	2
MS Chemistry 3+2	1
MS Industrial Systems Engineering 3+2	1
Grand Total	72

FY 2023 E & G Budget Update. The budget was built with an assumption of an enrollment change of -3% and a tuition increase of 2% for resident undergraduates and a 13% enrollment change and a 3% tuition increase for graduates. This

current year's budget also was built with a \$2.7m shortfall in revenue. This is the first year, post COVID, that federal assistance will not be provided and without that one-time funding we will be managing an unbalanced base budget with plans to align expense budgets with realistic actuals and possible usage of fund balance to make us whole at the end of the year.

Currently, fall resident instruction tuition revenue is tracking ~3.0% below budget. Monitoring of revenues will continue throughout the year and additional reductions in spending may be necessary to overcome this expected shortfall.

FY 2022 Close Out. Final fund balances for FY 2022 are now available. Because of a reduction in spending and the one-time federal funds (HEERF), the E&G fund increased by \$1.7m. An increase was expected and as previously mentioned will strategically be used to help mitigate the \$2.7m shortfall built into the FY23 budget. The Extended Studies and Recreation Center funds increased their positive fund balances by \$662k and \$84k respectively. The Housing/Dining and Bookstore funds managed to improve their fund balance deficits slightly while the General Auxiliaries fund decreased by \$546k but still maintains a positive fund balance overall. With help from one-time System support and federal funding, Athletics was able to end the current year positively helping to reduce their overall deficit by \$359k.

ACADEMIC AFFAIRS

Faculty Updates /Awards/Recognitions. The School of Education will receive \$500K to implement the Educator Stipend Program and the Student Educator Test Stipend Program! This will support preservice teachers by providing \$11K to each student teacher who meets financial need-based eligibility requirements each academic year. The Educator Test Stipend Program provides funds to help support preservice teachers in passing their required licensure exams (Praxis). Both programs should assist in closing the gaps we sometimes see among our diverse populations.

In the School of Health Sciences and Human Movement the Master's in Athletic Training Program received initial accreditation at the graduate level from the Commission on Accreditation of Athletic Training Education (CAATE). Shawna Hanenberg and Dr. Tina Twilleger recently collaborated to create an Open Educational Resource (OER) for the EPER 162 and EPER 162L classes (exercise science course). These two classes have an approximate enrollment of over 250 students each semester, and the OER will save students approximately \$40,000 each semester.

In related OER news, The Spanish OER team in the College of Humanities, Arts, & Social Sciences (CHASS) debuted five open educational resources that put them closer to completing all the resources needed to transform the Spanish program to the first zero textbook cost degree at CSU Pueblo.

The CHASS History department is hosting Fulbright Scholar in Residence Professor Fernando Valle-Rondon from Peru. Professor Valle-Rondon specializes in the late colonial/early independence period of Latin America and will teach two courses each semester this academic year: World History since 1500 and a special topics course in his area of expertise. Additionally, CSU Pueblo Assistant Professor of Social Work, Dr. Trevor G. Gates, has received a Core Fulbright U.S. Scholar Program award for the 2022-2023 academic year. Gates will be leading a team of faculty, community members and others to revitalize the curriculum on gender and sexuality issues in social work in the Thai Nguyen region in North Vietnam and will teach an interdisciplinary seminar on "Sexual, Gender, and Cultural Diversities."

Curriculum Updates. Faculty are reviewing five new certificate program proposals for fall 2023, which aligns with the System effort to provide increased micro credentials for Colorado students. Included in these are Spanish for the Health Professions, Geography, Colorado History, Nutritional Psychology and Character Education. Associate degree program proposals are also being reviewed to align with the Colorado Re-Engaged (CORE) Initiative.

Undergraduate Update. This summer General Education Faculty participated in scoring student work using the Written Communication and Quantitative Literacy VALUE Rubrics modified by CDHE for GT Pathways. The results from this process are informing general education discussions this fall for potential improvements. The second cycle of assessment this year will focus on the competencies of Oral/Presentational Communication and Inquiry & Analysis in selected gen ed courses.

Graduate Update. The Graduate School at CSU Pueblo was approved in May 2022. Dr. Misty Sailors started in the role of inaugural Dean of the Graduate School on August 1, 2022. The Graduate School held its first new student orientation in August and will host another new student orientation in October, in conjunction with the Division of Extended Studies. The Graduate School has membership pending with numerous national organizations including the Council of Graduate Schools, Western Association of Graduate Schools, and the Carnegie Project on the Educational Doctorate. These organizations will



provide professional learning opportunities for administrators, faculty, and to make this first year of the Graduate School a success.

We are recruiting for three newest degrees: Master's in Engineering Management, MS in Cannabis Biology and Chemistry, and EdD in Educational Leadership. The DNP (Population Health) program moved to fully online this fall (2022) and accepted its first fully online students. Our Division of Extended Studies is bolstering partnerships with teacher education program providers to increase the conversion of Teacher Education Program (non-degree seeking) students to Med students.

Research Update. Over the summer period Faculty and Staff secured 9 externally funded awards totaling about \$5.6 million over the performance period of the awards. This included two awards from the U.S. Department of Education (\$3,818,180) and three awards from the National Science Foundation (NSF; \$1,142,265). Included among awards from NSF was Dr. Franziska Sandmeier who was awarded \$713,098 from the Directorate of Biological Sciences. The proposal is entitled "RUI: A Mosaic Model of Host-Microbe Thermal Relationships" and it will fund 3 M.S.-level students and 4-6 B.S.-level students for 3 years on research projects targeting the relationship between temperature and the immune system response in ectothermic vertebrate animals like fish, amphibians and reptiles. This has broader implications for research in climate change effects. Dr. Roberto Mejias also received funding from NSF (\$220,000) as the lead PI on a proposal in collaboration with researchers at the University of Arizona. The title of the project is "MSI Research Capacity Building for Artificial Intelligence (AI)-enabled Vulnerability Assessment and Remediation in Cyberinfrastructure"

Research Centers Update. The Aztlán Center is dedicated to the study of Chicana, Latinx and Indigenous Peoples and Environments of the Southwest. In summer 2022, the Aztlán Center awarded three curriculum development stipends and two research stipends to a CSU Pueblo faculty member and a community member. In addition, the Center held its second annual summer institute with over 100 attendees from across the state, with a focus on preservation of and access to primary sources for teaching Chicana and Southwest Studies.

This summer the Institute of Cannabis Research made research funding awards as part of the second statewide competition for cannabis research. Additionally, the ICR co-hosted the annual Cannabis Research Conference (CRC) 2022 with the Global Hemp Innovation Center at Oregon State University. The conference was conducted in a virtual format. The planning process for CRC 2023 started this September with plans to return to an in-person format in Denver from August 7th-9th.

The Southern Colorado Institute of Transportation Technology (SCITT) named Dr. Md Islam as the interim Director of the Institute. Dr. Islam is actively collaborating with colleagues on campus to develop curricular components focused on transportation technology with a goal to potentially launch some components fall 2023. Dr. Islam is also investing efforts to secure external funding to support research through SCITT, especially in collaboration with members of the Center for Surface Transportation Testing and Academic Research (C-STTAR).

Support for Students Success Initiatives. The inaugural Dean of Undergraduate Studies and Student Success, Dr. Stuart Benkert, joined CSU Pueblo July 1, 2022. Dr. Benkert will be guiding key student success initiatives including those focused on student engagement, peer tutoring, and advising as part of efforts to enhance student retention and persistence. Additionally, expanded tutoring, supplemental instruction, and embedded recitation support is being targeted for key courses to pilot enhanced support as part of the University's equity initiatives.

OPERATIONS AND ADVANCEMENT

The Operations and Advancement team oversees a strategic selection of campus enterprises and responsibilities: Facilities Management and the campus physical plant; Auxiliary Services; Hispanic Serving Institution Initiatives; Marketing, Communications, and Community Relations; and the Denver-based Advancement team. The Operations and Advancement team's objective is to build and strengthen the ten initiatives of Vision 2028 and support the campus ecosystem as we work to achieve the university's wildly important goals: elevating the appeal of campus, enhancing student success, and developing our people.

Implementing 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 2 of 16 activities for a total investment of \$4,103,678, for a completion rate of 12%. Planned activities in fall are expected to increase this percentage to over 35%.



Operations. In January 2022, a master planning partner was selected from a competitive list of proposals. Collaboration began with nationally recognized SMITHGroup in February 2022; stakeholder meetings were conducted in spring 2022, and 0data-collection will continue through fall. A final “facilities use assessment” report will be completed by early spring 2023. Final master planning meetings (public sessions, student focus groups, and employee sessions) will begin February 2023, and will include an engagement with the BOG in during the February Pueblo meeting. A final master plan will be submitted for Cabinet and Presidential review in April 2023. A final presentation will be made as part of the Pueblo Board of Governors meeting in spring 2023.

Facilities. The \$17M state-funded Technology Building renovation has begun. Final design/build plans were presented to Cabinet as a phased approach in September of 2022, and, as of the start fall 2022, all academic programs have been relocated to existing spaces on campus. Abatement began on July 8, 2022, with an expected groundbreaking to begin in spring 2023. Expected completion of the renovation is set for Fall 2024.

On September 20, CSU Pueblo unveiled the “iconic image” at the Belmont campus. A 50’ x 7’, 3D steel “CSU Pueblo,” handcrafted by a local artisan right here in Pueblo, Colorado was installed on campus. This new “iconic” structure was dedicated during Homecoming 2022.

Event Sales and Marketing. In fall 2022, CSU Pueblo hired Jenna Lovato as the university’s Event Sales and Marketing Director. Jenna has worked for CSU Pueblo for more than a decade and previously served as the station manager for the award-winning campus radio station, Rev 89. Jenna will work closely with Auxiliary Services in order to create new revenue streams and to elevate community connections.

Advancement. An on-site Canvas Credit Union branch is planned for spring 2023. ATMs were delivered on September 21, 2022, and numerous activities and financial literacy efforts, including collaborations with Alumni, Athletics, and the Associated Students Government, began this fall.

The Kenneth King Foundation awarded CSU Pueblo \$50,000 in support of the accelerated Nursing program in August 2022. Pinnacol Assurance has awarded \$15,000 in support of Nursing clinicals.

HSI (Department of Education Grants) Programs. As of September, CSU Pueblo’s Advancement team has approximately \$12M in grants and foundation proposals in progress or undergoing final funding review. On October 1, 2022, Chris Beltran,



a nationally recognized HSI expert and noted grant writer, began as the new Director of Hispanic Serving Institution Initiatives Programs and will report to Dr. Derek Lopez.

Marketing, Communications, and Community Relations. September 2022, after first round strategic restructuring, the Operations and Advancement division welcomed new PIO and Director of MCCR, Gena Alfonso, to the team. Gena has worked for CSU Pueblo since 2009, and most recently, she served as the Assistant Dean of Student Engagement and Leadership. Gena has a master's degree from DU in Marketing and Communications and brings a wealth of knowledge to the role. Gena is an expert writer, content creator, and graphic/video designer. Gena will be building a new team and partnering closely with CSU System colleagues on alignment opportunities.

In fall 2022, CSU Pueblo successfully negotiated with Fox 21/KXRM to broadcast home football games (and the away game at School of Mines), beginning September 17. This will be the first live network broadcast of CSU Pueblo Athletics and includes sponsorships, advertising, and more.

BRIEF REPORTS

Human Resources. As we work to develop our people and enhance bench strength, the following professional development programs have been finalized in FY22:

- **Franklin Covey.** In Spring 2022, Human Resources finalized the last phases of Franklin Covey's Multipliers training program for 130 supervisors and leaders. 113 completed the program that engaged them in how to be leaders who "access and use the untapped capabilities on their teams, rekindle energy and enthusiasm as teams achieve stronger results, and innovate by encouraging new and bold thinking." The next course, "The 6 Critical Practices for Leading a Team," will be rolled out during the Spring semester. Dr. Mottet also facilitated Franklin Covey's "The 7 Habits of Highly Effective People" to the Cabinet and academic leaders on campus.
- **Academic Impressions.** This contract is being renewed with financial support from our Title V program. Employee usage for our first contract term was equated to \$150,519 of professional training. Employee usage for the 2nd contract term was \$381,252 and is already up to \$75,000 for our third contract term. Along with employees being able to access training of their own choosing, we have used our Academic Impressions membership for mandatory Diversity, Equity, and Inclusion training. We also partner with Academic Impressions to create individualized learning plans for faculty and staff whose supervisors have identified areas for improvement.
- **New Employee Orientation.** HR created a new and comprehensive new hire orientation this past summer and launched the program in August 2022. This orientation brings together speakers from all departments across campus to share an overview of their areas with new employees and is required for new employees to attend within the first month of employment.

Audit. The Office of the President is overseeing six active internal audits with 80 recommendations and completed nine additional audits with 80 recommendations. To date, 151 of the 160 recommendations are completed; three recommendations will be completed by December 31, 2022, and six will be completed by June 30, 2024. All audit recommendations will continue to be processed on schedule or under revised target dates in agreement with internal audit guidance.

Athletics. CSU Pueblo Athletics concluded a very successful 2021-22 campaign with 640 student-athletes attaining a combined 3.176 grade point average during the academic year. The ThunderWolves finished 24th in the Directors' Cup standings (out of 310 schools) with 31 All-American performances and 5 individual national champions. The Directors' Cup finish is the highest in school history with 10 teams competing in NCAA post-season competition. During the past year, CSU Pueblo student-athletes committed 5,176 community service hours (average of 10 hours per student-athlete). This fall, CSU Pueblo Athletics has four of six fall sports nationally ranked (women's cross country, football, men's soccer, and volleyball). In January at the NCAA Convention, CSU Pueblo cross country and track and field star Yasmine Hernandez will be recognized as one of thirty women in all three divisions as a finalist for the NCAA Woman of the Year Award. This is one of

the highest honors provided by the NCAA and Yasmine is just one of 30 women recognized nationally. She was also the RMAC Woman of the Year this past year.

Student Affairs. Student Affairs continues to align with institutional goals to support the whole student. To expand our university appeal, the College Assistance Migrant Program (CAMP), received a GED grant and started GED classes at Servicios De La Raza. This program will provide an opportunity to support enrollment strategies. Additionally, Residence Life & Housing housed 719 students on campus, an increase of 134 students from 2021. Likewise, Thunderwolf Recreation saw an increase in over 400 student visits compared to last year. To support student success and well-being, the Wolf Pack Wellness and Counseling Center provided health and mental services to over 278 clients within the first couple of weeks of classes. Additionally, Pack CARES' (Behavioral Intervention Team) referrals averaged 1.5 per day with students experiencing the following: homelessness, suicidal ideation, and financial duress. The Pack CARES Team completed NABITA Advanced Behavioral Intervention Training to educate staff on intervention tools. Lastly, to increase student belonging, Student Engagement & Leadership held seven unique events that engaged over 30% of the student body during Wolf Pack Welcome Week.

Presidential Fellow. In August, inaugural Presidential Fellow Dr. Kevin Van Winkle saw his article "[‘Sludge’ Increase Faculty Morale?](#)" published in *Inside Higher Ed*. The ideas represented in the article reflect his work with President Mottet and concern their efforts to support faculty and enhance morale by way of process improvement. Together, they have conducted workshops with members of the University Leadership Team and collected data on key processes and systems undergirding the institution. In upcoming weeks, they will be directing and implementing the enhancements to those areas identified and prioritized as being most likely to boost stakeholder productivity and morale.

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-June to mid-September 2022:

June 15-22	Visit Sister City Bergamo, Italy	Goodwill visit to meet with Leaders and potential exchange students
July 4	Pueblo Symphony 4 th of July Freedom Concert	Pueblo Community Engagement
July 5	Dinner with Jeff & Paula Chostner	CSU Pueblo Donor Engagement
July 6	Meet with Pueblo County Commissioner Garrison Ortiz	Pueblo Community Leadership Engagement
July 6	Meet with Carla Barela	Pueblo Community Leadership Engagement
July 7	Press Conference for the Southern Colorado Institute of Transportation Technology	Press conference to announce the launch of the Southern Colorado Institute of Transportation Technology
July 7-12	AASCU Summer Council	AASCU Summer Conference
July 13	Dinner with Michelle & Darren Randall	CSU Pueblo Donor Engagement
July 14	Phone Call with Susan Steele, Buell Foundation	CSU Pueblo Donor Engagement
July 14	¡Salud! Celebration	Monthly Employee Recognition Event
July 18	Pueblo Rotary Luncheon	Pueblo Community Engagement
July 20	Home Visit Session with Las Comadres Group	Enrollment information session with First Generation High School Students
July 21	Chicano Por Mi Raza Public Lecture	Gave opening remarks for event at the Aztlan Center at the CSU Pueblo Library
July 21	Colorado Ballet Summer Soiree	Denver Community Engagement
July 22	Pack Family Reception	Welcome Reception for New Student Families
July 24	CSU Pueblo Enrollment Extravaganza	Attended event to assist students enrolling at CSU Pueblo
July 25	Pueblo Rotary Luncheon	Pueblo Community Engagement
July 26	CSU Pueblo Legacy Event Honoring Sam & Barbara Batey	Denver event honoring CSU Pueblo Alumni Sam & Barbara Batey
July 27	Breakfast with Colleen Curran	Denver Community Engagement
July 27	Pride of Pack Athletics Scholarship Fundraising Event	Sponsored and attended event with other CSU Pueblo Leaders
July 28	Pueblo County Fair 4-H/FFA Civic Leader BBQ	Pueblo Community Engagement



August 1	Meeting with Lance Bolton	Discuss a collaboration campus at PPCC.
August 1	Julietta Chostner Memorial Scholarship Reception	CSU Pueblo Donor Engagement
August 9	Aztlan Center 2022 Summer Institute	Welcome Remarks
August 9	Meeting with Jane Rhodes and David Pump	Pueblo Community Engagement
August 9	Enrollment Calling Support	Enrollment Initiative
August 11-12	CSU Pueblo Leadership Retreat	Co-lead a retreat with Franklin Covey for CSU Pueblo Leaders
August 13	Enrollment Extravaganza	Attended event to assist students enroll at CSU Pueblo
August 15	Pueblo Rotary Luncheon	Pueblo Community Engagement
August 16	Ribbon Cutting of the new Parkview Pueblo West Orthopedic Hospital	Pueblo Community Engagement
August 17	New Hire Orientation	Welcome New Employees to CSU Pueblo at Bi-monthly Orientation
August 17	Student Leaders Welcome Reception	New Student Welcome Event
August 18	Deliver Bagels to Villa Bella Expeditionary School	Pueblo Community Engagement
August 18	CSU Pueblo Enrollment Extravaganza	Attended event to assist students enroll at CSU Pueblo
August 18	Dinner with Canvas Credit Union Leaders	CSU Pueblo Donor Engagement
August 19	CSU Pueblo Convocation	Gave remarks at CSU Pueblo opening Convocation Ceremony to Faculty and Staff to kick off the Fall 2022 Semester
August 19	CSU Pueblo New Student Convocation	Gave remarks at CSU Pueblo New Student Convocation Ceremony welcoming new students to campus and kicking off the Fall 2022 semester
August 20	Pack Family Reception	New Student Welcome Event
August 20	Pack Kickoff	New Student Welcome Event
August 21	Pueblo Pride	Sponsored event and walked in the Pride Parade as Grand Marshal with Spouse Rick Gonzalez
August 22	First Day of Classes Donut Handout	Handed out Donuts with Cabinet to students on campus during the first day of classes
August 22	Phone Call Western Colorado University President Brad Baca	RMAC Presidential Engagement
August 22	Pueblo Rotary Luncheon	Pueblo Community Engagement
August 23	CareerWise Colorado Employer Breakfast	Pueblo Community Engagement
August 24	CSU Pueblo Campus Lunch with the President	Invited CSU Pueblo Faculty and Staff to have lunch with the President in the Pack Café
August 24	BINGO on the Patio	CSU Pueblo Campus Engagement
August 25	RMAC President's Council Meeting	RMAC Presidential Engagement
August 25	Citizen Advisory Group	Pueblo Community Engagement
August 25	¡Salud! Celebration	Monthly Employee Recognition Event
August 26	Commissioner of Agriculture Kate Greenberg Ice Cream Social	Pueblo Community Engagement
August 26	Annual Legislative BBQ at the Colorado State Fair	Attended annual kickoff event for the Colorado State Fair with local and state leaders
August 27	2022 Colorado State Fair Parade	Pueblo Community Engagement
August 28	Worked CSU Pueblo Booth at the Colorado State Fair	Pueblo Community Engagement

August 28	CSU Pueblo Reception at the Colorado State Fair	Pueblo Community Engagement
August 29	Pueblo Rotary Luncheon	Pueblo Community Engagement
August 30	Pueblo Range Riders Junior Livestock VIP Barbecue and Social Hour	Pueblo Community Engagement
August 30	Pueblo Range Riders Junior Livestock Show	Pueblo Community Engagement
August 30	Governors Plate Competition at the Colorado State Fair	Pueblo Community Engagement
August 31	Welcome back the Military Veterans Success Center Students	New Student Welcome Event
Sept. 1	Lunch with Carla Barela	Pueblo Community Engagement
Sept. 1	New Faculty Welcome Reception	CSU Pueblo Campus Engagement
Sept. 2	Coffee with Janelle Quick Executive Director of Pueblo Hispanic Education Foundation	Pueblo Community Engagement
Sept. 4	Colorado State Fair Fiesta Day Parade	Pueblo Community Engagement
Sept. 6	Lunch with Sara Blackhurst & Micah Espinosa from Action 22	Pueblo Community Engagement
Sept. 6	Dinner with Brittini & Bobby Sanchez	Pueblo Community Engagement
Sept. 7	United Way: 100 th Anniversary Kickoff Luncheon	Pueblo Community Engagement
Sept. 8	Pack Club Luncheon	CSU Pueblo Athletics Engagement
Sept. 8	PEDCO Board of Directors Meeting	Monthly Meeting
Sept. 14	Home Visit Session with Las Comadres Group	Enrollment information session with First Generation High School Students
Sept. 15	PEDCO Membership Meeting	Quarterly Membership Meeting
Sept. 15	HSI Week Closing Event	CSU Pueblo Campus Engagement

Additionally, President Mottet serves as a board member/director for the American Association of Colleges and Universities (AACU), Pueblo Economic Development Corporation (PEDCO), CSU Pueblo Foundation, the Colorado Ballet, the CSU Pueblo Institute of Cannabis Research, and the One Pueblo Target Industry Development and Talent Pipeline Teams. President Mottet also hosts monthly meetings with the CSU Pueblo Foundation Executive Committee, Pueblo Community College President Dr. Patty Erjavec, and CSU Pueblo Foundation Board of Trustees Chair Chad Heberly.

CSU PUEBLO IN THE NEWS

CSU Pueblo Named Dr. Steve Norman as Dean of Hasan School of Business. Steve Norman, Ph.D., returned to Colorado State University Pueblo in his new role as Dean of the Hasan School of Business (HSB). "We are excited to have recruited Dr. Norman to lead the HSB. Dr. Norman is an accomplished leader who also knows CSU Pueblo well," said Provost and Executive Vice President for Academic Affairs Mohamed Abdelrahman. "I am sure HSB faculty and staff will continue their successful path of excellence and collaboration internally and externally under Dr. Norman's leadership." In his new position, Norman will provide leadership to HSB by communicating policies and procedures to faculty and staff, overseeing, and approving the development of course schedules and assignments, and developing, tracking and maintaining HSB budgets. Norman will also be responsible for collaborative efforts between HSB and other colleges and departments.

Colorado Governor Jared Polis Was on the CSU Pueblo Campus on Friday, May 27th to Sign Two Bills. Colorado Gov. Jared Polis was on the Colorado State University Pueblo campus Friday, May 27th to sign two bills that will create a new institution of transportation technology on campus and to help make higher education more accessible for military veterans. House Bills 22-1365 and 22-1407 have "huge implications for CSU Pueblo, but (also) for Southern and this entire region," said Dr. Donna Souder Hodge, Vice President of Operations and Advancement at CSU Pueblo. "The university has been the beneficiary of so much support from our state and Gov. Polis in particular." The first bill that received the governor's signature, HB22-1407, allows veterans to audit courses – which is to say they may attend a class without receiving academic credit – for a reduced rate. The newly minted law caps a veteran's audit costs at \$10 per class, for up to three classes per semester. HB22-1365, meanwhile, pushed the campus to a leading role in surface transportation research and development. "This bill creates the Southern Colorado Institute of Transportation Technology right here at CSU Pueblo," the governor said. "What an exciting time for transportation: New technologies, electric, train, cars, coupled with an unprecedented federal and partisan investment in infrastructure. We also, thanks to the work of our legislators here in Colorado, passed a state bipartisan infrastructure bill last session.



Dr. Misty Sailors, an Internationally Recognized Researcher in Literacy Education, Named Dean of Graduate Studies. A veteran educator with a talent for training teachers joined the Colorado State University Pueblo leadership team effective Aug. 1. The new dean earned her doctorate in curriculum and instruction with a focus on language and literacy studies from the University of Texas at Austin. She is a literary researcher, reading specialist and teacher educator whose scholarly pursuits have garnered roughly \$20 million in grant funding and heightened knowledge about literacy education across the globe. A decorated researcher and prolific scholarly author, Dr. Sailors brings a deep expertise in language and literacy education, literacy coaching, comprehension, program development and international studies. She has consulted and trained educators around the globe on topics such as literacy tools in classrooms, professional development of reading coaches and literacy coaches, literacy program development and literacy research methodologies. Dr. Sailors was most recently chair of Teacher Education and Administration at The University of North Texas in Denton, Texas. A frequent visitor to Southern Colorado and the San Luis Valley, she was eager to bring her more than two decades' experience to the Southwestern U.S. she has come to love. "CSU Pueblo has the expertise and has the potential to grow with that and support the region and the state," she said. "CSU Pueblo has the potential to become a model for what graduate education could be for a community."

Micro-Internships Offer 'One Other Avenue to Gain Experience'. Allison Hall-Vanhook, CSU Pueblo Internship Coordinator, has worked to help connect would-be-employers with talented students who are ready to take the next step in their career. She has been working with the company Parker Dewey to help student connect with paid short-term projects known as micro-internships. The company, which is free to both the university and the students, serves as a mix of recruitment and human resources tools for would-be employers and an experience-building portal for students and includes a hint of speed dating for both parties. "You can go in and go, 'Would I like to work in higher ed. with this degree? No, that wasn't really for me,'" Hall-Vanhook said. "You can try out these bite-sized employers and career fields ... without saying 'I committed to this 12-week, or 16-week internship and it turns out I hate it.'"

CSU Pueblo Institute of Cannabis Research Announces Research Grantees. The Institute of Cannabis Research (ICR), located at Colorado State University Pueblo, recently completed its second statewide competition for cannabis research funding, and awarded nearly \$1 million in grant dollars for the coming year. The projects include research into the potential therapeutic effects of widely available cannabinoid products on traumatic brain injury-related deficits in cognitive function and self-reported anxiety, depression, sleep and pain; a study of the impact cannabis can have on autism spectrum disorder-related seizures; and a deep dive into the impact that substances called secondary metabolites have on key hemp pests.

Joint CSU Pueblo and University of Arizona Proposal Awarded \$600,000 NSF Grant.

Colorado State University Pueblo (CSU Pueblo) and the University of Arizona (UArizona) partnered to receive a three-year \$600,000 CISE-MSI (Computer and Information Science for Engineering Minority Serving Institutions) from the National Science Foundation (NSF) grant to expand research capacity for artificial intelligence (AI) enabled cyber infrastructure vulnerability assessment. The NSF grant principal investigators (P.I.'s), will be Dr. Roberto Mejias, Associate Professor of Computer Information Systems and director of Center for Cyber Security Education and Research, and Dr. Hsinchun Chen, UArizona Regents' Professor, Thomas R. Brown, chair of Management, and Director and Founder of the UArizona A.I. Laboratory. The joint NSF project intends to build research capacity between two Hispanic Serving Institutions (HSIs); CSU-Pueblo and UArizona. Both institutions are NSA-CAE (U.S. National Security Agency-Center of Academic Excellence) designed to foster the development of cybersecurity professionals from underrepresented student groups and females.

CSU Pueblo Professor Earns Prestigious Fulbright Scholar Award to Represent MSW Program in Vietnam. Colorado State University Pueblo announced that Trevor G. Gates Ph.D., Assistant Professor in Social Work in the College of Humanities, Arts, and Social Sciences at CSU Pueblo has received a Core Fulbright U.S. Scholar Program award for the 2022-2023 academic year from the U.S. Department of State and the Fulbright Foreign Scholarship Board. Gates is among over 800 U.S. citizens who will conduct research and/or teach abroad for the 2022-2023 academic year through the Fulbright U.S. Scholar Program. Fulbrighters engage in innovative research and expand their professional networks, often continuing research collaborations started abroad and laying the groundwork for forging future partnerships between institutions. Upon returning

to their home countries, institutions, labs, and classrooms, they share their stories and often become active supporters of international exchange, inviting foreign scholars to campus, and encouraging colleagues and students to go abroad.

CSU Pueblo Celebrated National Hispanic Serving Institutions Week, Monday September 12 through the 18. Colorado State University Pueblo celebrated National Hispanic Serving Institutions (HSI) Week Sept. 12 through 18 with programming, performances and speakers throughout the week. HSI Week opened Hispanic Heritage Month and took place as CSU Pueblo honored 51 years of Chicano Studies Programs at the Belmont campus. As a 15-year HSI, CSU Pueblo works to support students of diverse backgrounds and help with the accessibility and affordability of higher education learning. HSI Week is just one way the university is working to support and celebrate its campus and the greater community.

Section 15

CSU-Global Campus 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
October 6-7, 2022
Student Report

Student Advisory Council

During our second student advisory council meeting on July 16th, we had a very healthy discussion around the pros and cons of our class structure, the benefits of going to an online school, and what changes could be made to our course structures to enhance the student experience. There were a lot of great points that were brought up regarding assignment requirements and the relevancy of the course materials. Some of the main changes and ideas that students would like to see implemented include things such as:

- Office hours, where instructors will be available via zoom for 1-2 hours a week and students can drop in and to chat with the professor or meet other students.
- Creating more hands-on experiences like simulations and using platforms like Sibme (psychology program) to help create a more realistic and hands on learning experience.
- Building in post graduate certificates to specific programs such as the CFA, CPA, and LPC.
- Figuring out a way to encourage more real-life networking throughout the classroom platforms.
- Figuring out how to make the CSU Global calendar to be more effective and informative.

Student Insight

During the August retreat I was able to connect with a handful of the governors to get a better idea of what information you all were looking for in these reports. I took those recommendations back to the advisory council and we were able to have some great conversations. One of the main questions that came up was “Why do students choose CSU Global?” The main themes that came back were convenience, can manage course work with work schedules, flexible pacing, good and trustworthy reputation, cost, financial assistance, is easy to work with CSU Global staff who is extremely responsive and motivational. Additionally, many students shared that they came back to school in response to the Covid 19 lockdowns and that they stayed because they feel supported by their CSU Global community to learn new skills and become influential in their communities. Our teaching professionals have a strong reputation of being real people and teaching their students how to adapt to our current world. They are knowledgeable and go above and beyond to help all students succeed.

CSU Global Activities

We are officially in football season!

On September 10th, Pueblo hosted CSU Global students for their RED OUT game against Grand Valley State. We are scheduled to join the Rams on November 25th for their “Education Celebration Day.” We are so appreciative and excited to be able to join our fellow CSU System students in these athletic events.

Student Spotlight

I wanted to try something different and start sharing the story of a CSU Global student to help you learn a bit more about our student base.

Deirdre Jonker is a CSU Global graduate, with both an undergraduate degree in Criminal Justice and a graduate degree in Information Technology Management. Her most recent graduation was in 2021 and she was the student speaker at both of her graduation ceremonies! Deirdre splits her time between the Netherlands and Colorado and attributes her success in education to the structure of CSU Global being fully online and able to travel with her. I wanted to highlight Deirdre as a student because she embodies what I believe CSU Global stands for and encourages. She is a young person who loves to travel and wants to make a difference in our world, regardless of the country she is in. During her time at Global she has learned a vast number of skills and is now working on creating apps that can directly help people. Her first app is called Comspeare and it is designed to help people calm down through different vibration patterns from their phone when they are feeling high levels of stress. Deirdre is currently in Europe visiting different tech conferences to help get her vision off the ground. In addition to her app building, Deirdre has also just published her first book titled True Identity. She is a proud CSU Golden Eagle and a fantastic example of who are students are.



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 October 2022

CSU Global in the News

Forbes Advisor recently named CSU Global to their list of 10 **Best Online College Options**, noting the low average net price, 24/7 live chat support for online learners, and high socioeconomic diversity. They shared that “CSU Global boasts affordability, locking each student’s tuition rate upon enrollment and charging \$0 in student fees (unlike 85% of similar four-year universities). All courses are fully online and asynchronous for maximum flexibility.”

Criminal Justice Program Director **Dr. J Michael Skiba**, aka “Dr. Fraud,” led groundbreaking research with the Coalition Against Insurance Fraud to calculate the annual cost of insurance fraud on the U.S. economy. The new number, which was last measured in 1995 at \$80 billion, was found to be \$308.6 billion a year. Read more about the study in **The Denver Post**.

In the midst of back-to-school season, **Dr. Skiba** also spoke with **KRDO NewsRadio** for his monthly segment to warn people about common back-to-school scams.

Finance Program Director **Dr. Kenny Roberts** shared his top tips on improving your financial literacy with **FOX31 Denver** ahead of National Financial Awareness Day on Aug. 14.

Global Outside of Global

Dr. Thomas Clobes recently published:

- Clobes, T.A, Arellano, M., Gagnon, M., et al. (2022, August 24). Differences in Attitudes Toward Medical Cannabis With Humanized Patient Scenarios. *Cureus* 14(8): e28354. doi:10.7759/cureus.28354
- Clobes, T. A. (Ed.). (2022). *Introduction to the U.S. Healthcare System*. Affordable Learning Solutions (AL\$) & California Alliance for Open Education (CAOpenEd). <https://info.csuglobal.edu/e/109362/20-500-12680-nk322m064/chgynv/315755146?h=2ntEfRq0Su73NPq7xIHcGuNOVTw7xzvJc-lrO5EqDCA>

Dr. Mary Dereshiwsky recently presented “Navigating the New Normal: K-12 Principals’ COVID-19 Instructional Adjustment” alongside Michael Schwanenberger and Laura Sujo-Montes at the International Council of Professors of Education Leadership (ICPEL)’s annual conference.

Dr. Lisa Eiden-Dillow recently published:

- Eiden-Dillow, L., & Best, N. (2022). Senior-level Leadership in Higher Education: The Latina Experience. *American Journal of Qualitative Research*, 6(2), 93-107.
<https://info.csuglobal.edu/e/109362/10-29333-ajqr-12124/chgyny/315755146?h=2ntEfRq0Su73NPq7xIHcGuNOVTw7xzvJc-lrO5EqDCA>

Dr. Julie Ducharme is the host and keynote speaker of the **Lead and Empower Her “She Talks”** in San Diego on Oct. 1. Proceeds will support women veterans transitioning out of the military.

Dr. Abimbola Farinde recently published a blog:

- Farinde, A. (2022, August 10). *A Look at Depression Treatment for New Clinicians*. AddictionCounselorCE.com. Retrieved from <https://info.csuglobal.edu/e/109362/n-treatment-for-new-clinicians/chgyp5/315755146?h=2ntEfRq0Su73NPq7xIHcGuNOVTw7xzvJc-lrO5EqDCA>

Dr. David Fruchtman was a guest forensic expert on the TV series **Murder House Flip**. He was called in to examine the Jodi Arias murder scene over a decade later.

Dr. Chad McAllister created "**The Product Mastery Now**" podcast in 2015 to serve innovators and product managers. The podcast was recently ranked as a "Top 1% Business" podcast this year. If you are interested in product innovation topics, you can find the podcast on your favorite player.

Jessica Roeger was interviewed in the **Denver Voyage Magazine** about the animal rescue/thrift store she helps run.

Dr. Stacey White will be collaborating with CSU Global students and faculty as part of the Association of Criminal Justice Sciences and the Alpha Sigma Phi Criminal Justice Honor Society. The purpose of this collaboration is to enhance fresh ideas of criminal justice reforms by encouraging our students to get involved in the future of the criminal justice profession.

Getting to Know Others the Global Way

Coffee with a Co-Worker Challenge

Getting to know co-workers in a virtual environment requires innovative tactics. CSU-Global has challenged staff and faculty to invite a co-worker to a coffee chat, either in-person or virtually, to get to know them better on a professional and personal level. For those who participate, optional guided prompts and a \$10 Starbucks gift card are available.

CSU Global Faculty/Staff Book Club

CSU-Global held its first annual book club, led by Dr. Sara Sutler-Cohen, in September. We are reading *The Authenticity Project* by Clare Pooley. The central character of *The Authenticity Project* believes most people

are not really honest with one another and begs us to consider this question, “Surely it would be better to live a messy, flawed, sometimes not very pretty life that was real and honest, than to constantly try to live up to a life of perfection?” What do you think? The Book Club meets weekly from noon-1 p.m. MT throughout September.

Goats on Boats and Dogs with Frogs

The Pets of CSU Global Google Chat is another great way faculty and staff are connecting and engaging! Those who have photogenic pets or those who like to look at adorable fur baby pictures or cat videos have found their happy place on the CSU Global Google Chat!

The Board of Governors of the Colorado State University System
Oct. 6-7, 2022
President's Report Item



COLORADO STATE UNIVERSITY
— **GLOBAL** —

President's Report

CSU Global is committed to our mission of advancing student academic and professional success in a global society. We are focused on developing the professionals for the workforce of the future, and we do this by providing an innovative experience, engaging in strategic partnerships, focusing on student success, and strengthening our entrepreneurial culture. This year we have five strategic priorities that will help us to make forward progress on achieving our vision. The first is developing a best-in-class brand strategy that will increase our brand awareness in Colorado and beyond. The second is to engage in more strategic partnerships that build opportunities for students and organizations. Third, we are focused on developing new enrollment pathways that lead to the credentialing of professionals in the workforce. The fourth priority is to improve student retention, and we are seeking out cutting-edge tools and resources that will keep students on track. Finally, we are focused on improving our course experience focusing on excellence, innovation, and industry relevance.

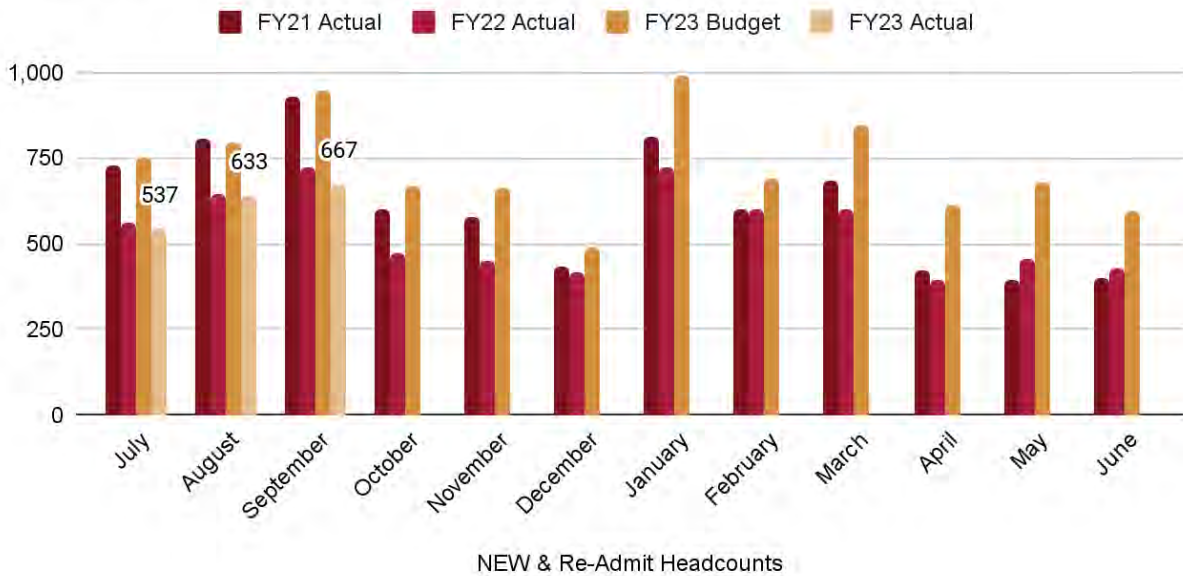
Last fiscal year, we were focused on strengthening our team and entrepreneurial culture so that we had the right foundation to build upon. This year, we look forward to continuing progress on our strategic pillars. We have all hands on deck ready to resolve issues and move critical initiatives forward to support our students and the university. Our enrollment team is on an improved pathway toward success, and we are seeing incremental improvements month-over-month in this area. With the Student Success team, we have implemented engagement campaigns to help drive students back into courses, and we are seeing increases in registration rates for students. We are moving the needle on getting back to pre-pandemic levels in overall student enrollment.

Student Enrollment & Success

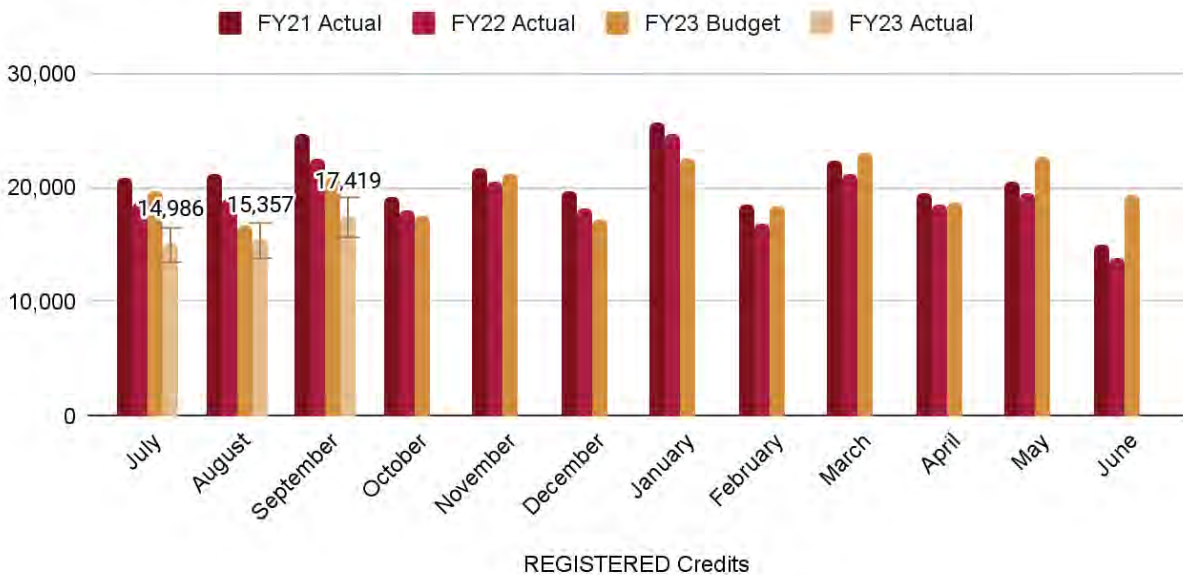
Student Enrollment

June marked the beginning of a transition period for the enrollment department. With the onboarding of a Senior Director and two managers in July, the focus of the department continues to be on performance management of enrollment counselors, enhanced accountability at every level, and overall process improvement. The management team is practicing data-informed performance management by tracking student conversion rates at every stage of the enrollment process, thus empowering enrollment counselors to focus on specific areas for improvement in communication and pipeline management. Starting in this new fiscal year, the department met the July goal of 505, and subsequently exceeded the August goal of 625.

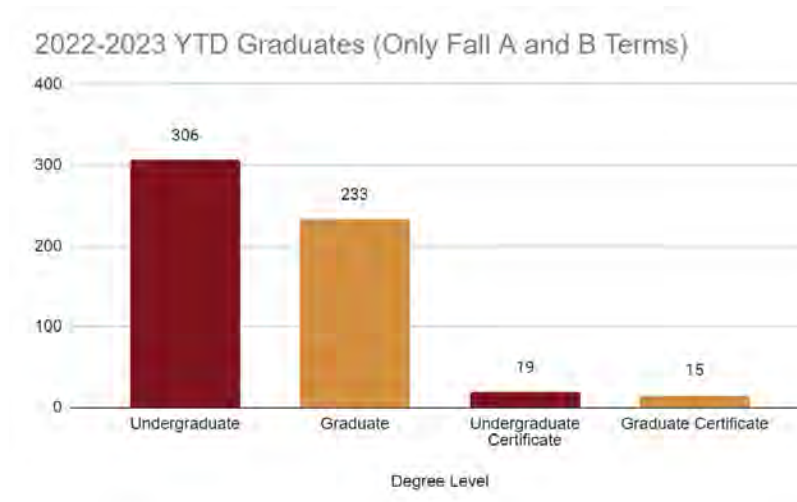
3 Year New Student Headcounts



3 Year Registered Student Credits



Student Success



Student Success created several new successful outreach campaigns to students using text messages and single-digit responses for students to use to reply. The successes included engaging with 1,600 stop-out students, a 48% response rate, and approximately 71% students indicating they were registering within the next six months. This group is receiving personal contact from their Student Success counselors to help them re-engage.

Another group of students contacted through the same type of text messaging and digital response strategy was those who were previously on suspension for low grade point averages. We were able to connect with approximately 10% of those students and work with them on academic plans to get back into good standing and complete their degrees.

Our new student orientation moved directly to a page in the student portal and now consists of short videos that provide visual and written documentation of all key areas that impact students along their academic journey. Students can refer to these as needed and, as the content covers various CSU Global departments, staff can send direct links to support students in pivotal areas including student finance, advising, course activities, policies, and student assistance programs.

Our programmatic advising model continues to show positive results, and students have indicated they value their interactions with Student Success counselors as a recent survey shows:

- 281 student surveys were submitted in just one month
- 96.4% of respondents were satisfied with the experience they had working with their SSC
- Overall experience rating: team average of 4.7 out of 5

Rural Efforts

CSU Global continues to engage rural audiences around the state. The below heatmap highlights the number of unique Colorado students for the past 12 terms:

- Colorado Northwestern Community College – MOU and tuition discount for their faculty and staff.
- Lamar Community College – MOU and tuition discount for their faculty and staff.

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:

Innovative Experience Pillar	Provide an innovative educational experience that differentiates CSU Global in the marketplace.
---	--

Following the Board’s approval in Dec. 2021, CSU Global launched three new degree programs in July 2022:

- Master of Business Administration,
- Master of Science in Marketing,
- And Master of Interdisciplinary Professional Studies

Our Principal Licensure Program, which is part of our Master of Science in Teacher and Learning, has received provisional reauthorization by the Colorado Department of Education and the Colorado Department of Higher Education. The reviewers have asked for some program enhancements (which we will implement), as well as additional data for review and discussion at a visit in Spring 2023.

We are continually adding new tools to our learning management system and courses. In August, we launched a new tool – Immersive Reader – in our learning management system. This tool reads content out loud, allows for the changing of text size, and identifies grammar structure to increase readability and accessibility for all students.

As CSU Global is continually revising courses based on our assessment and review, we have set a goal of improving end-of-course evaluations by 10% from 3.21 (out to 4.0) to 3.30 for the survey question “I would recommend this course to others.” The average rating from students is being reviewed on a monthly basis. Since July, we have launched 37 new and revised courses, which have all gone through our new quality control review process. Over 150 courses are scheduled for revision this year to update content and assessments.

CSU Global has launched an effort to ensure that students are proficient in meeting course learning outcomes. Results will be shared throughout the year as the data is measured. Both efforts are part of a larger initiative to align course, program, and institutional learning outcomes achievement and measurement.

We have launched the ability for students to register for all future FY23 terms (up to Spring D). This allows us to schedule certificate students for all courses in their program.

Starting in July, we now provide graduates with a digital version of their diploma in addition to their print one. Numerous graduates are sharing their digital diplomas on Facebook/LinkedIn.

We also continued implementation of a new assessment model which combines a range of semi-annual, annual, and three-year reviews of data, feedback, and metrics to ensure that our curriculum is current and prepares a student for post-graduation success.

Administered earlier this spring, CSU Global received our results for the Noel-Levitz Priorities Survey for Online Learners (PSOL), which measures student satisfaction and uncovers which issues are most important to students. Our results were in line with national comparisons. We have identified a subset of items to improve upon and will administer the survey in Spring 2023.

Among other acknowledgments, **Forbes Advisor** recently named CSU Global to their list of **10 Best Online Colleges**, noting our low average net price, 24/7 live chat support for online learners, and high socioeconomic diversity. They shared that “CSU Global boasts affordability, locking each student’s tuition rate upon enrollment and charging \$0 in student fees (unlike 85% of similar four-year universities). All courses are fully online and asynchronous for maximum flexibility.” CSU Global was also recently ranked #8 on **University HQ’s** list of the **Best Online Bachelor's Degrees in Forensic Science**.



Strategic Engagement Pillar

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



To drive awareness of our new, fully online **MBA** program, we distributed a press release and conducted media outreach to national and regional education reporters and business journals, resulting in coverage in the **Colorado Springs Business Journal, Associated Press, Yahoo! Finance**, and more. We engaged regional partners including the Denver Metro Chamber of Commerce, Aurora Chamber of Commerce, Aurora

Economic Development Council, and Mile High Society for Human Resource Management to share the news on their member portals and social media channels, among other engagements with additional business associations.

President Toney was named one of the **Denver Business Journal's Outstanding Women in Business of 2022**, an honor awarded to the Denver metro area's top women executives, entrepreneurs, philanthropists, and influencers. President Toney was also named a recipient of the **Colorado Women's Chamber of Commerce Top 25 Most Powerful Women in Business** award, honoring the accomplishments of the most inspiring and influential women in business. In addition, Dr. Sara Metz, Military and Emergency Responder Psychology Program Director, was awarded the **Aurora Chamber of Commerce's Women in Business Unsung Hero award**. To support our honorees, CSU Global sponsored all three award ceremonies in August.



To measure students' return on investment and CSU Global's impact, we contracted labor market data company Emsi (now Lightcast), to conduct an **economic impact study**. The study found the accumulated impact of alumni currently employed in the U.S. workforce amounted to \$769.7 million in added income for the U.S. economy, which is equivalent to supporting 7,161 jobs. Also, CSU Global students see a 4.9X rate of return, meaning for every \$1,000 spent at the university, they will see a \$4,900 return on their investment in lifetime earnings. To amplify the findings, we distributed a press release, resulting in pickup in **Associated Press, Yahoo!, StreetInsider**, and more, as well as shared the data with

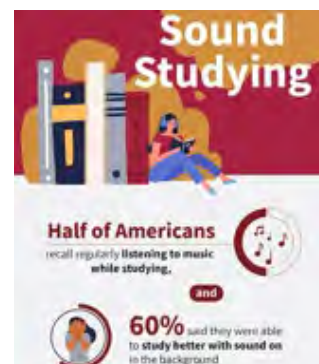
regional economic development organizations including Aurora Economic Development Council, Colorado Business Roundtable, and the regional chambers of commerce.

Building out a strong executive leadership team, President Toney appointed four new vice presidents from June through August. Dr. Sandy Jones was named VP of Strategic Engagement, Dr. Angela Hernquist was named VP of Student and Faculty Operations, Jim Smith was named VP of Strategy, and Patti Arroyo was named VP of Finance and Administration. These executive hires were announced in press releases and shared with Colorado business publications including **BizWest**.



Additionally, CSU Global on-boarded a new Sr. Director of Corporate Engagement, Dawn Roller, who will be heading up our partnership engagement efforts and **positioning the university as an ideal learning partner** for corporate upskilling, reskilling, and talent recruitment, and employee retention needs.

Following the success of the ‘Life After Graduation’ story with media company 72Point, CSU Global partnered on another story around music and studying. A survey of 2,000 Americans was conducted through OnePoll, looking at student’s study habits (e.g., do they listen to music while studying, what genre, does it improve their focus, what GPA did they achieve, etc.). These fun statistics were woven together into a lifestyle story that was pushed out to media outlets on Aug. 18, resulting in 129 placements including **New York Post**, **Moms.com**, **Good News Network**, **MSN.com**, **iHeartRadio**, **U.S. Sun**, **Yahoo!**, and regional broadcast stations across the country via online and on air.



To garner local attention, we also conducted a series of thought leadership interviews around various timely topics for CSU Global faculty. Finance Program Director Dr. Kenny Roberts participated in interviews with **FOX31 Denver** and **KRDO NewsRadio Colorado Springs** on tips for improving your financial literacy for National Financial Awareness Day on Aug. 14. Former Marketing Program Director Dr. Lee Ann Walker joined **ABC Denver7** for an interview highlighting our new Master of Science in Marketing. Criminal Justice Program Director Dr. J. Michael Skiba did several media engagements addressing fraud activities from robo-calls to back-to-school scams with **KOAA-TV** and **KRDO NewsRadio**. To introduce CSU Global staff and faculty as potential sources, we pushed out an **Expert Speakers Bureau** to over 60 national, regional, and trade reporters to foster relationships and ensure CSU Global is top of mind.



On June 4, CSU Global celebrated 1,307 undergraduate and graduate students at its spring 2022 commencement, and the ceremony featured a special speech from 80-year-old graduate Mary Kay McCarty. To celebrate our new alumni, we issued a Commencement press release, securing coverage on **CBS4 Denver**, as well as an interview with McCarty on **FOX31**.

For the second year in a row, CSU Global served as the keynote sponsor of the **Denver Metro Chamber of Commerce’s 2022 Annual Meeting**, one of its signature events bringing together the business community held on Sept. 7. In addition, we continued to serve as title sponsor of the Chamber’s networking series, participating in its **Unmuted** virtual event on June 16, **1445 Connect** on July 21, and **Chamber in the City** on Aug. 18.





Dedicated to sharing our experience with the larger community of educators, President Toney joined co-host John Farrar, Director of Education at Google, and host Dr. Joe Sallustio on **The EdUp Experience Podcast**, a higher education podcast focused on the thoughts, ideas, and insights from today's brightest and most influential educational minds. President Toney discussed CSU Global Direct, how we provide graduates with a nearly 5-to-1 return on investment, and what she sees as the future of higher education. The episode was also published on **Fierce Education**.

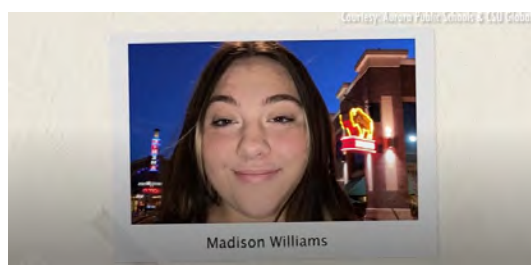
CSU Global faculty and staff engaged in multiple contributed content opportunities to increase awareness of the university on a global scale. From June to September, **Times Higher Education (THE) Campus**, a site dedicated to resources and advice for educators, published **three new articles** authored by CSU Global faculty. In addition, the CSU System became a member of **The Conversation**, an independent news organization for the general public, and CSU Global has received two accepted article pitches thus far.



Dr. Skiba and the CSU Global White Collar Crime Task Force partnered with The Coalition Against Insurance Fraud to conduct research on **The New Cost of Insurance Fraud in America**, a number that has not been calculated since 1995. To announce the new number, \$308.6 billion (formerly estimated at \$80 billion), the

Coalition and CSU Global hosted a webinar exclusively for media on Aug. 24. The report made the front page of **The Denver Post** business section and was reported in several trade publications including **Insurance News Net**.

Madison Williams, an Aurora Public Schools alumna, was named the **2022 Golden Eagle Scholar**. As the recipient, Williams receives a four-year scholarship to attend CSU Global, as part of a program created in partnership with APS to provide 100% tuition coverage exclusively to APS seniors. Her story was shared in a press release that reached **Yahoo! Finance**, **Benzinga**, and more, as well as featured on local station **Aurora TV**. In addition, we shared the news with the Aurora Chamber of Commerce to reshare on their social channels.





Extending beyond Colorado, CSU Global participated in the **Amazon Career Choice** fair in Dallas, TX on June 22. At the fair, CSU Global hosted a table with flyers and giveaway items to engage hourly employees who are interested in learning more about the programs available to them through Career Choice.

Student Success Pillar

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

Student Success

With the opening of academic registration for the full year, the student success team has a goal to register 85% of all certificate students for their entire schedule of courses by the end of September. They are making great strides and in the process have revamped all communications to include our new virtual resources and new student orientation videos that offer students quick and easy access to a broad range of key topics across that University including the following: Getting to know CSU Global, Your Courses, Academic Resources and Support, and Policies and Administration. We've learned that our students value the ability to watch a short video on their student portal to get the answers they need from their computer, their phones, and other devices. As an online university, everything students need to be successful is just a click away.

Closing the Equity Gap

In support of our strategic goal to close the equity gap for URM students and increase the course success rate by 1%, the Student Retention Department conducted a focus group with URM and non-URM students focusing on the topic of course persistence. Approximately 3,102 students of varying racial and academic backgrounds were sent an email message and invited to sign up for a focus group session. A focus group was conducted in August 2022.

Students identified various resources at CSU Global that were essential to their course success including:

- Academic resources such as the library and writing center were critical to students' course persistence
- Faculty members and timely responses when seeking assistance from instructors
- Smarthinking tutoring
- Enrollment counselors and counseling

Practices that assisted students in adjusting to CSU Global as a student were identified as:

- Easy navigation within LMS
- Consistency in schedule
- Timely instructor feedback
- Orientation modules

We have already begun taking steps and furthering initiatives to address URM retention across the institution including:

- Faculty offering virtual weekly interactive office hours and reminding students about scheduling appointments anytime they need
- Identify and implement early skill development in time management for all CSU Global students
- Communicate student organizations more fully
- Identify feasibility to pilot University communication platform for use by students to communicate and collaborate by program (i.e., dedicated Slack channels)
- Promote group tutoring for students with Smarthinking

Entrepreneurial Culture Pillar

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



The institution will be standing up an **Innovation Taskforce**, led by our new VP of Strategy, which will partner with the Executive Leadership team to eliminate non-value added processes, procedures and infrastructure. The taskforce will consist of managers and directors from student-facing organizations as well as administrative support functions to ensure that we are taking a holistic approach to identifying improvement opportunities.

The **CSU Global employee affairs committee** launched a series of social activities for the fall season to strengthen relationships among teams and get to know new colleagues. Activities included a volunteer day with **A Little Help**, an organization that connects elderly citizens who live alone with volunteers to help with their yard work and housework, a weekly virtual book club read of *The Authenticity Project* by Clare Pooley, and “coffee with a coworker,” an opportunity to schedule a virtual coffee chat to get to know a teammate better on a professional and personal level.



CSU Global also hosted **Lunch & Learn** sessions for each of the past four months. Departments including Academic Resources for Students, Human Resources, Student Financial Services, and Partnerships shared highlights on their goals and activities.

CSU Global recently hired a new **Director of Compliance and Regulatory Affairs**, Lydia Kloiber, who will evaluate and implement a new contract management system for the institution. Additionally, she will partner with department leaders to enhance our institutional policy review processes including the publication and maintenance of the CSU Global Online Policy Center.

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>
7-21-22	Email	Bob Vangermeersch	CSU Stadium
8-13-22	Email	Mary Elizabeth Hart	Fall 2022
9-3-22	Email	Stephanie Clark	Vaccination Requirements at CSU
9-20-22	Email	John Farnes	WINS – Classified Staff Raises
<p>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.</p>			

From: bobvangermeersch@aol.com
To: [CSUS Board](#)
Subject: Please forward attached to the governors
Date: Thursday, July 21, 2022 9:41:59 AM
Attachments: [CSU-Stadium_2022_Review_v2\(martha\).pdf](#)

**** Caution: EXTERNAL Sender ****

Ladies and gentlemen

Please forward the attached information to each of the CSU System governors.

I would appreciate an acknowledgment of this email and the forwarding.

Thank you
Bob Vangermeersch
Fort Collins Co.
970-223-0493

After four (4) years of existence on-campus let's examine the financial results of Canvas stadium.

Bob Vangermeersch executive director of "Save Our Stadium Hughes"

After the stadium approval by his Board of Governors, the then president of CSU, Dr. Tony Frank, told the Board this about the stadium's financial future::

"There will be years where (the budget) is going to be tight: we knew that from the beginning . . . 'But, at the end of the day, the **proof will be in the pudding**. It will work out or it will not, and I am optimistic it will."

Let's continue the "pudding" analogy; here are the pudding "sous chefs" chosen by Dr. Tony Frank.

1. Populous: Stadium architects.(1)
2. ICON Venue Group: Representative for the owners (CSU) (2)

The PR releases proclaimed that both companies would be paid with "PRIVATE DOLLARS." More on this later.

Populous then hired Convention, Sports, and Leisure Int. (CSL) to perform the Stadium FEASIBILITY STUDY, completed on May 30, 2012. (3) CSL was not shy about promoting themselves: "industry leading sports feasibility adviser," "have done over 1,000 studies," "have extensive college experience," and "have a proven track record with credibility in the marketplace".

CSL charged almost \$160,000 for their services, through Populous.

Let's examine the results of the Feasibility Study, four years after stadium completion. CSL forecasted three scenarios: Low, Base and High.

We'll use the "Low" Scenario because it forecasts the smallest amount of NET NEW REVENUE. Note: These are pre-COVID financial numbers from CSU.

- Year 1 (FY 2018): CSL forecast = +\$10.3M; Actual revenue = -\$7.3M (loss)(4)
- Year 2 (FY 2019): CSL forecast = +\$11.1M; Actual revenue = -\$4.3M (loss)(4)
- Year 3 (FY 2020): CSL forecast = +\$11.7M; Actual revenue = -\$10.7 (loss)(4)

Note: The above financial numbers do NOT include over \$17,861,957 in Capitalized Interest (5) for the bond issue that did not get charged to the CSU Athletics Department. This reflects 2.5 years of interest during construction.

This summarizes the resulting catastrophic misses for NET NEW REVENUE:

- CSL forecast = + \$32.0M
- Actual revenue = - \$22.3M (loss)

The difference between the forecast and actual revenue is well over \$54,300,000!
So much for CSL's "Proven track record."

In an email, Dr. Michael Leroy (6) U of Illinois law school captured the situation saying:

" However, the greed, self-serving, and pie-in-the-sky forecasts, not to mention cost shifting to others, has been too much for some of us'."

So, how much did CSU pay its pudding "sous chefs":

- Populous received \$13,338,277 (7)
- ICON received \$5,747, 884 (8)

That's a total of \$19,086,161. Wow! You have to ask: "If Tony Frank said Populous and ICON were paid with 'PRIVATE DOLLARS,' who are these dudes with more than \$19M to pay them?"

And don't forget, in FY 2021 (impacted by COVID-19), CSU students/parents and Colorado taxpayers had to subsidize the CSU Athletics Dept. by \$35,189,607 to balance their budget. (9)

Here's my final poke at the pudding analogy: If CSU filled Canvas Stadium full of brown sugar (remember, it's vacant 98% of the time), it still would not be sweet enough to make Tony's Pudding financially palatable to the students and Colorado taxpayers.

So, what happened to the pudding chef, Tony Frank? He was promoted to become the Chancellor of the CSU system. How does someone fail so badly and get promoted to the top?

Dr. Richard Vedder , Distinguished Emeritus of Economics at Ohio University said

" The most shocking and depressing thing is not the results --- they were predicted by many of us ---but the complete lack of adverse consequences of this debacle on its perpetrators, especially Tony Frank."

If you feel that Dr. Franks needs to hit his "Private boosters" to alleviate the cost to students and taxpayers , email the CSU Board at:

CSUS_board@mail.colostate.edu

- (1) Populous media release April 23, 2012
- (2) "ICON Venue Group to help assess stadium feasibility and additional public engagement" CSU News 3-22-12
- (3) CSL study "New Multi-purpose stadium feasibility study" May 30, 2012
- (4) CSU ;;Financial Report 2019-2020" "Income statement proforma FY 2020 Canvas Stadium." CSU Athletics report to the BOG August 2020."
- (5) "Net Debt Service Board of Governors of the CSU system final pricing Numbers"
- (6) Dr. M. Leroy Law professor at U of Illinois Author of "College Athletics Debt Sores as Power 5 Programs Resist Scrutiny" Sportico 1-5-2022
- (7) Application for Payment To CSU for Project 11-059 New Multi-purpose stadium on-Campus 3-31-17 by Populous
- (8) Application for Payment to CSU for project 11-059 "Football stadium " by the ICON Venue Group LLC for project management.
- (9) CSU Athletics report to the NCAA . FY 2021, Revenue and Income statements.

From: [Olsen, Nik](#)
To: [Maryellen Elizabeth Hart](#)
Cc: [CSUS Board](#); [Neth, Cara](#); [Johnson, Jason](#)
Subject: Re: Fwd: Fall 2022+
Date: Wednesday, August 17, 2022 3:33:14 PM
Attachments: [image001.png](#)

Good afternoon Ms. Hart,

Thank you for your message. Because this relates to operations at Colorado State University-Fort Collins, the CSU System Office has requested that I review and respond to you. Please know we understand the issues that come with being a dedicated student, and CSU is here to help where we can when appropriate. In reviewing your request, I reached out to the Registrar's Office regarding your request for a Colorado State University System Combined Campuses transcript and Grade Point Average. CSU, CSU Global, and CSU Pueblo have separate academic transcripts with GPAs earned at that institution. They are issued from each institution. The CSU System does not have a combined campuses transcript nor a combined GPA. It is the determination of the Graduate School and academic department if someone is admissible based on a combination of the transcripts.

Regarding the courses you are requesting, please ensure your academic advisor is aware of your need to take any courses needed to complete your degree program. It is outside the ability of the Office of the President to mandate enrollment of a student into a course or academic program. As with any student, you may file a discrimination complaint through the process described by the Office of Equal Opportunity at <https://oeo.colostate.edu/discrimination-complaint-procedures/>.

I also checked with the Department of Housing and Dining Services that shared the advice that you should continue to work with John Malsam regarding the status of your lease at the International House, and that the department typically waits in August to determine situations after financial aid distributions.

I acknowledge that this information does not provide the response you had requested, however CSU has a duty to apply its policy and regulations evenly among all students and campus residents. I recommend you continue to seek courses that can help you achieve your goals of finishing your academic program here at CSU and admission into a graduate program. If I can assist by referring you to an academic advisor or student support office, please let me know.

Best regards,
Nik Olsen

Nik Olsen

Director for Integrative Communication
Division of Marketing and Communication
(he/him/his)



**COLORADO STATE
UNIVERSITY**

From: Maryellen Elizabeth Hart <maryellenelizabethhart@gmail.com>

Date: Saturday, August 13, 2022 at 5:05 PM

To: CSUS Board <csus_board@Mail.Colostate.edu>

Subject: Fwd: Fall 2022+

**** Caution: EXTERNAL Sender ****

Dear CSU System Board of Governors:

May I please focus your attention on a few matters regarding the CSU System?

May I please be given a Colorado State University System Combined Campuses transcript and Grade Point Average?

I graduated in May 2022 with a Masters of Science in Education 3.9 GPA from Colorado State University Global Campus (copy attached), and I am trying to be accepted into a CSU Graduate program with Colorado State University Fort Collins, School of Education. I am presently taking graduate courses with two other universities for doctorates in Education: 1. Leadership, 2. Instructional Technology.

CSU School of Education needs my CSU Combined Campus Transcript so my grade point average would be raised from a 2.7 to above a 2.75 so I may be qualified for graduate level courses with CSU. I have applied seven times with CSU for graduate level coursework. The School of Education keeps telling me to reapply and apply for an alternative program.

I am in urgent need to add three credit elective course (Geography 100) this fall 2022 so I do not lose my housing with International House. My academic advisor tells me she wont approve an elective for me. I need to keep my housing, and HDS sent me an email telling me I might be evicted this week even though I am making payments according to a previously agreed payment plan. My additional funding should be here by August 22, 2022, and I will be able to add classes to my schedule. In addition, I am on the waitlist for three credit BZ310 and zero credit BZ310 lab. I have been emailing the instructor since April and May 2022 requesting to add BZ310 Cell Biology and Lab class, with no positive response to date. I asked my academic advisor for support with no positive reply to date. BZ310 is my final course for my second Bachelor of Science in Science Education, before I reapply for the seventh time to the teacher education program for acceptance.

I have been a student with CSU since I was a teenager. I really hope that you work with me to continue my education with CSU Fort Collins. I would like to complete a doctorate with you if you offered me a fully funded program. Please see my attached draft for the dissertation that I am presently working on with two other universities in two separate degree programs. Polly Baca was a friend and mentor of mine for many years. Don Quick in the school of education was also. I am grateful for your attention to this matter. I am a Northern European Republican Catholic Christian and I think I am not receiving interest from the School of Education because of my ethnicity and

age. Thank you for your professional compassion. I hope you can help me keep my International House apartment for three more years until I complete my program and graduate, and support me in completing my academic requirements and acceptance into the teacher education program.

In addition please read the attached correspondence to CSU School of Education and my academic advisor. Thank you.

Cordially,

Maryellen Elizabeth Hart
Mrs. Thomas Franklin Hart (I)
(720) 280-4897 (Main)
(720) 589-1550 (Cellular)

Maryellen Elizabeth Hart Research LLC and Research Foundation:

<https://www.MaryellenElizabethHartResearchFoundation.com>

LinkedIn Profile: <https://www.linkedin.com/in/maryellen-elizabeth-hart-290148a1/>

Facebook Profile: <https://www.facebook.com/maryellenelizabeth.hart>

ResearchGate: https://www.researchgate.net/profile/Maryellen_Elizabeth_Hart

Twitter: <https://twitter.com/HartMaryEllenE>

GoodReads: <https://www.goodreads.com/MaryEllenElizabethHart>

Maryellen Elizabeth Hart's Secondary Science Google Sites

<https://sites.google.com/view/maryellenelizabethhart>

Google Classroom <https://classroom.google.com/u/0/c/NDQ4MzE0MzE2NTNa>

Resume:

<https://docs.google.com/document/d/1V81syqH6nOFCztV5guoX7zpRFA0RJ5Dyq0mcGVvtXko/edit?usp=sharing>

Family Photo:

https://drive.google.com/file/d/0ByrMQFY_VVSnUDN6QXdOeWVYcTA/

<https://drive.google.com/file/d/1RZYR31r8NhgkDG2TbrprEKR-zObTda4f/>

----- Forwarded message -----

From: **Maryellen Hart** <mehart1@rams.colostate.edu>

Date: Fri, Aug 12, 2022 at 10:04 PM

Subject: Fall 2022+

To: Butler,Courtney <Courtney.Butler@colostate.edu>, Searle,Juliana

<juliana.searle@colostate.edu>

Cc: <A.C.Lange@colostate.edu>, Bongers,Ben <Ben.Bongers@colostate.edu>, Maryellen Elizabeth Hart <maryellenelizabethhart@gmail.com>

Dear Courtney, Juliana, Ben:

May I please get your kind professional support? I would love your mentoring or friendship.

I would like to meet with you! May we meet Monday, August 15th? I am here, on campus, every day. I am nearing completion of a long sought degree and I need your assistance to make things work. I am a kind, loving, hard working, trustworthy, Christian wife (separated) and mother. I am cheerful regardless of my poverty challenges and devoted to God, family, country and service above self. I am culturally plural, and have a great reputation for being open minded and coexisting with others even though I choose to be conservative. I love making people happy and smile. When I took classes with the school of education, I would bring snacks to share, make coffee and often make breakfast for my 7:00 AM class.

May I please ask some questions for clarification?

1. I would like to take six hours of classes for Fall 2022. I would like to add either one of Dr. Lange's graduate classes (to dovetail my doctoral courses) or take Geography as an elective for Fall 2022. Please don't hold back from my desire to take an elective so I may enrich my degree and have enough credit hours. Courtney, CSU allows everyone to take classes they elect to take. Please approve Dr. Lange's or the Geology course. I would love for the school of education to get to know me face to face, I think you would like me. I would add to your diversity. I am good with diversity and inclusion!

2. Please take in consideration my CSU System Masters of Science in education 3.9 GPA. Juliana Searle already promised me that she would. Please raise the issue with the CSU President (copied), that all the CSU System courses should be listed on my transcript and raise my GPA.

3. I will start my application for the teacher science education program on Monday, August 15th. Is there a reason why you are not being more inclusive or recruiting me more actively? Are you proud of my CSU Global Masters of Science in Education 3.0 GPA? Do I have your support, encouragement or friendship? I want you to really be proud of me, my work and perseverance.

4. I need some miracles in my life right now. I hope you make my housing work for me. I paid my bills even through COVID. I am only behind on rent for June and July because my graduation and summer interfere with my student loans. I am still eligible for student loans. May I please ask for your kindness for three more years while I complete my degree objectives? Would you perhaps even seek for me to work for you as a graduate student? I have some good experience and good grades under my belt.

I look forward to hearing from you. Thank you.

Cordially Yours,
Maryellen Elizabeth Hart
(720) 280-4897 (Main)
(720) 589-1550 (Cellular)

LinkedIn Profile: <https://www.linkedin.com/in/maryellen-elizabeth-hart-290148a1/>

Facebook Profile: <https://www.facebook.com/maryellenelizabeth.hart>

ResearchGate: https://www.researchgate.net/profile/Maryellen_Elizabeth_Hart

Twitter: <https://twitter.com/HartMaryEllenE>

GoodReads: <https://www.goodreads.com/MaryEllenElizabethHart>

Resume:

<https://docs.google.com/document/d/1V81syqH6nOFCztV5guoX7zpRFA0RJ5Dyq0mcGVvtXko/edit?>

[usp=sharing](#)

<https://drive.google.com/file/d/1RZYR31r8NhgkDG2TbrprEKR-z0bTda4f/view?usp=sharing>

From: [Stephanie Clark](#)
To: [CSUS Board](#)
Subject: Vaccination Requirements at CSU
Date: Saturday, September 3, 2022 2:00:55 PM

**** Caution: EXTERNAL Sender ****

September 3, 2022
Board of Governors
Colorado State University

Dear Board of Governors,

On August 11, 2022, the CDC updated its COVID-19 guidance. So I was wondering if CSU will be removing their vaccine/booster mandate and all other restrictions that differentiate between the unvaccinated and the vaccinated CSU students and faculty.

The CDC has acknowledged that its public health recommendations “change in response to evolving science, the availability of biomedical and public health tools, and changes in context, such as levels of immunity in the population and currently circulating variants”. Given that CSU used CDC guidance as one of the primary tenets in establishing its COVID-19 protocols, and given that CDC public health recommendations now “represent an increasing focus on individuals making their own decisions about their level of risk and how they want to mitigate that risk”(1), I believe CSU should update their COVID-19 community response measures accordingly.

The CDC has finally recognized that natural immunity confers some protection against COVID-19. Their revised guidelines state the “CDC’s COVID-19 prevention recommendations no longer differentiate based on a person’s vaccination status because breakthrough infections occur, though they are generally mild, and persons who have had COVID-19 but are not vaccinated have some degree of protection against severe illness from their previous infection. In addition to strategies recommended at all COVID-19 Community Levels, education and messaging to help individual persons understand their risk for medically significant illness complements recommendations for prevention strategies based on risk”.

The CDC and other public health authorities have known since August 2021 that the *vaccines do not prevent transmission*, despite CDC Director Rochelle Walensky’s previous claim that CDC data showed vaccinated people do not carry the virus and do not get sick. The CDC’s September 2021 approval of booster vaccines overrode an FDA panel of experts that voted 16-2 against boosters for anyone except those 65 or older and those who run a high risk of severe disease and resulted in the resignation of two highly ranked FDA officials. Even though there was widespread uptake of vaccines, when students arrived on campus in the fall of 2021 COVID-19 cases were on the rise. Nevertheless, many colleges announced booster mandates in

December, based on the CDC's November 2021 recommendation of a booster for all adults, *knowing full well that the virus could pass between individuals regardless of vaccination status.*

In exchange for normalcy, many college students complied with vaccine and booster mandates against their will, feeling they had no choice. College students who refused to take an experimental medical treatment were disenrolled, refused housing, locked out of student accounts, put in isolation, discriminated against, and ostracized. Traditions across college campuses were cancelled, dreams were destroyed, and lives were lost. None of it was necessary as was precisely outlined by the authors of The Great Barrington Declaration in October 2020 (2). The declaration advised concentrated protection for the elderly and fewer restrictions on all others. Nearly two years later, the CDC has essentially agreed with the principles of the Great Barrington Declaration by closely aligning its new recommendations with the principles outlined therein.

“Based on the latest ... data, [population immunity is] around 95% of the population,” said Greta Massetti, lead author on the new CDC guidelines, “and so it really makes the most sense to not differentiate,” since many people have some protection against severe disease (1).

Updated CDC guidance also makes it clear we are at a point of “living with COVID” and each individual needs to do their own risk assessment. Collective policies to achieve “zero COVID” have always been and remain futile. It is time to call it; enough is enough.

There are ample and escalating reasons to question the value of the CDC's recommendations (3). But even if an institution continues to unquestioningly adhere to CDC guidelines, now that COVID-19 guidelines have dramatically changed, that institution must adjust its own policies. Not to do so would be morally and ethically bankrupt and could expose that institution to significant legal liability.

Once again, I would like to request that CSU update its COVID-19 policies to eliminate all current and future COVID-19 vaccine/booster requirements and to remove any protocols, such as forced testing, that treat unvaccinated students differently than vaccinated students. By doing so, I hope that--true to your mission statement of equal opportunity and access for all--you will restore a learning environment where students can once again turn primary attention to their studies and social activities without restrictions or judgment.

I look forward to your response and hopefully updated Covid-19 guidance.

Yours truly,

Stephanie Clark

cc:

1. <https://www.npr.org/sections/health-shots/2022/08/11/1116991600/with-new-guidance-cdc-ends-test-to-stay-for-schools-and-relaxes-covid-rules>
2. <https://gbdeclaration.org>
3. <https://www.common sense.news/p/us-public-health-agencies-arent-following>

From: [Farnes, John](#)
To: [CSUS Board](#)
Cc: [Maddock, Stephen](#); [Rowden, Charlotte](#); [Ivy Geilker](#); [Martinez, RAYANN](#)
Subject: Urgent: We Need Help
Date: Tuesday, September 20, 2022 12:24:45 PM

Dear Members of the CSU Board of Governors,

On behalf of Colorado WINS and all classified employees at CSU, we are reaching out to you to make you aware of the difficulties classified staff are facing.

We imagine you have heard that we are shorthanded, and we want to go into detail of how that affects employees and students.

On the employee side, it affects our health, safety and ability to do the work. We have dining services coming in on the weekends to do prep work, because they are so short staffed, it is impossible to do all the work in their regular schedule.

The custodial departments are so understaffed that individual employees are doing the work of three people. On top of that CSU has had to contract out some custodial work to keep campus functioning and ready for students.

The added stress of being understaffed has caused some of our best employees to leave CSU to seek other employment. If this trend continues, we will have nobody left.

These are just a few examples of how employees are affected by understaffing. If you would to hear more examples, there are many more stories from employees here and we would love to meet with you to share.

As you can imagine, if we are unable to keep up with the amount of work, the quality begins to slip, and students are not receiving the top tier experience here they pay for and deserve.

We have heard various numbers tossed around but I hope you can clarify: exactly how short-staffed are we? Can you share how many open positions CSU has right now?

You may know that Colorado WINS is in negotiations right now to fix the broken pay system in the state. The goal with these negotiations is to reinstate step raises based upon years of service to improve retention for all state agencies and eliminate pay inequities.

As a union stewards, and dedicated employees of CSU, we are asking you to please help us win Step raises for the state system so that CSU can attract new employees, and hold onto the great ones we already have. Without an improved pay system, we will not be able to provide the high level of service to our students that CSU promises.

Do you support us?



We look forward to hearing from you and creating a path forward together.



Sincerely,
John Farnes
Charlotte Rowden
Stephen Maddock
Rayann Martinez

Sent from [Mail](#) for Windows

APPENDIX II

Construction

Project	Bonds/Funding		Occupancy	Status as of Sept. 2022
<p>Lory Student Center Phase 3 Revitalization and Adult Learner & 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>Demolition of north entrance complete with new structure in place. Bookstore and CAM retail space open for start of classes. North entrance completion anticipated late September, then back of house abatement and MEP to start.</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 1st and 2nd 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 Sept. 2022
<p>Women's Soccer/Softball Complex</p> <p>Total Budget: \$8.0M</p>	<p>\$7,500,000-bond funds</p> <p>\$500,000-Athletics</p>		<p>June 2023</p>	<p>The project will construct an 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. Demolition of artificial turf field is underway.</p>
<p>Moby Locker Room Renovations</p> <p>Total Budget: \$7M</p>	<p>\$5,000,000-BOG reserves</p> <p>\$2,000,000-donations</p>		<p>October 2022</p>	<p>This project will renovate approximately 8,000 gsf of locker rooms in the Moby Complex for Men's and Women's basketball.</p> <p>Supply chain issues have resulted in delayed delivery of some lighting, furniture, and storefront. Occupancy expected by end of October.</p>

Construction Projects: Status Report

Colorado State University Pueblo | Board of Governors, October 2022

Prepared by Dr. Donna Souder Hodge
VP Operations and Advancement



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 July 7, 2022

Master Plan, FY 22/ FY23 – **SmithGROUP | Work has begun (fall 2022)**

**COLORADO STATE
UNIVERSITY SYSTEM**

COLORADO STATE UNIVERSITY
CSU - PUEBLO | CSU - GLOBAL



In Progress: Funded, Staged and Preliminary

Upgrade building fire alarms (phase I)

AX/Athletics buildings are currently unfunded

(anticipated: Fall 2022)

Refurbish elevators, upgrade ADA compliance in four buildings – 1 of 4 begun; awaiting parts availability

(anticipated: Fall 2022)

COLORADO STATE
UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY
CSU - PUEBLO | CSU - GLOBAL



New Project Wish List

New Academic Building Renovation (TBD), FY 24

Replace Campus Water Lines, Phase II (**APPROVED!**)

Upgrade Fire Panel System/Alarms, Phase II – **Funding from state has been secured; work to begin spring 2023**

Phase II of Technology Building Renovation



Replace Campus Water Lines, Phase II

Phase II includes new water main tap with distribution (**approved, FY23 Long Bill**)

Problem:

- 1) CSU Pueblo does not have the capacity to effectively irrigate
- 2) Existing water lines are deteriorating and many existing isolation valves are inoperable

**COLORADO STATE
UNIVERSITY SYSTEM**

COLORADO STATE UNIVERSITY
CSU - PUEBLO | CSU - GLOBAL



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**)

**COLORADO STATE
UNIVERSITY SYSTEM**

COLORADO STATE UNIVERSITY
CSU - PUEBLO | CSU - GLOBAL



3 Roofs, Replaced

To replace roofs on 3 critical buildings: Art/Music, Heat Plant, Physical Plant (**approved, FY23 Long Bill**)

**COLORADO STATE
UNIVERSITY SYSTEM**


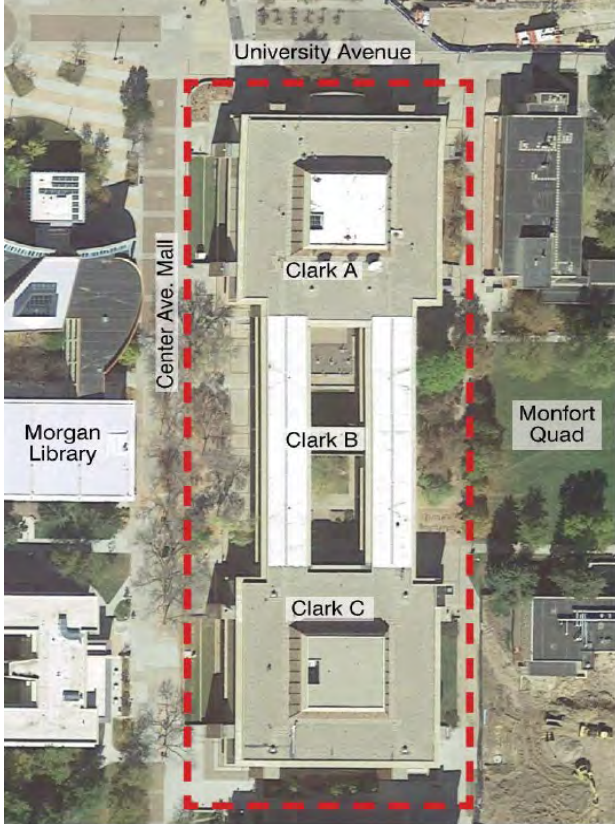
COLORADO STATE UNIVERSITY
CSU - PUEBLO | CSU - GLOBAL



Thank you

Questions? Email: donna.souder@csupueblo.edu



Project	Bonds/Funding		Occupancy	Status as of Sept. 2022
<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 an 11,000 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.</p>
<p>Clark Building Revitalization</p>	<p>\$8,000,000-phase 1 funding from State Revenue Loss Restoration Cash Fund</p> <p>\$30,000,000-phase 1 CSU cash funds authorization</p>		<p>TBD</p>	<p>This is a three-phase project to renovate the Clark Building and construct additions to the A and C wings. Current development budget is estimated at \$135.2M.</p> <p>Phase 1 funding and cash fund authorization for a total of \$38M has been received from the state.</p> <p>Request for Proposals for Design-Build teams has been issued, with selection anticipated in December 2022.</p> <p>Phase 2 funding request for \$62.7M (\$37.7M state funds, \$25M CSU bond) has been submitted for FY 23-24.</p>

APPENDIX III

Higher Ed Readings

Land-grant universities establish leadership positions to repair relations with Native American communities

August 16; Insight Into Diversity

In the wake of an investigative report by High Country News magazine in 2020, many land-grant institutions across the country began issuing land acknowledgements and other redressive responses to the historical exploitation of Indigenous communities that is a large part of the land-grant origin story. Some universities have recently taken these efforts a step further and are working towards structural change and the establishment of key leadership positions. CSU is one such school, with the announcement of a new role in June 2022: assistant vice president for Indigenous and Native American Affairs.

Overzealous COVID measures are hurting education

August 25; The Chronicle of Higher Education

In 2022, though COVID is certainly not “over,” many business – bars, gyms, stadiums, etc. – have returned to almost business-as-usual practices in terms of COVID mitigations, but this has not been the case at many educational institutions. While some have begun to relax their COVID protocols and will continue to do so, the impact of these measures — as well as the general refusal of Democrats to acknowledge the impact of these measures — could provide an electoral boon for Republicans in the mid-term elections.

America’s land-grant universities uniquely positioned to fight today’s biological threats

August 31; The Hill

Chancellor Tony Frank and former Senate Majority Leader and Democratic Senator from South Dakota Tom Daschle write about the important role land-grant universities can and do play in the national biodefense of food and agriculture, through their engagement in innovative research and development, cooperative extension activities in local communities, and emergency and disaster response.

Financial woes loom large with faculty, staff and students as Colorado State University looks for its next president

Sept. 6; CPR

As the CSU Presidential Search Committee prepares to open applications for the role of CSU president, they recently conducted a series of listening sessions to gather feedback from the community. Costs for students, as well as

compensation for graduate students and other faculty and staff, were top of mind for many.

Tony Frank: On facts

Check out the latest Chancellor's letter from Dr. Frank.

CSU Spur: September update (Meet ... Esperanza!)

Check out the latest news from CSU Spur.

Together We Grow: September update

Check out the latest news from Together We Grow and Executive Director Lauren Baer.

ColoradoCast: Q3 2022

Check out the latest short-term economic forecast for Colorado from the Colorado Futures Center.

Land-grant universities establish leadership positions to repair relations with Native American communities

Insight Into Diversity

In 2020, a Pulitzer Prize-winning investigative report by High Country News magazine exposed how a multitude of higher education institutions across the U.S. have profited from the dispossession of more than 10 million acres of Indigenous land through the Morrill Act of 1862. This land, seized from nearly 250 Native American tribes, often through violence and aggression, was used to establish the U.S. land-grant university system.

Colleges in nearly every state — including high-profile institutions such as Cornell University, Purdue University, and the University of California system — are part of this structure and still continue to profit from it. Following the report from High Country News, many of these institutions began issuing land acknowledgment statements and other responses to redress the historical exploitation of Indigenous property.

Some universities, however, have taken these efforts beyond symbolic gestures to make structural change by establishing key leadership positions tasked with repairing and building relationships with local Native American communities.

Colorado State University (CSU) became one of the most recent land-grant institutions to create such a role in June 2022 when it announced the hiring of an assistant vice president (AVP) for Indigenous and Native American Affairs. The position's overarching responsibility will be to oversee "initiatives, research, consultation, and programs that relate to and impact Indigenous and Native peoples and Nations," according to the job description.

In addition to fostering relationships and collaborating with tribal nations, the new AVP will be tasked with creating a more inclusive environment for Indigenous students and employees at CSU, according to Tiffani Kelly, assistant director of the school's Native American Cultural Center and an enrolled citizen of the Choctaw Nation of Oklahoma. These duties will include working with the center and other campus units to develop strategies to increase recruitment and retention of Native American students and ensure that all Indigenous individuals at CSU feel welcomed.

The push to address issues of Native American inclusion and representation at CSU stemmed from a 2018 incident involving the racial profiling of two prospective Indigenous students during a campus tour. The situation was handled “very, very poorly” by campus police officers, Kelly says, and led to conversations about the institution’s treatment of Native Americans.

“[The incident] raised a lot of questions both on our campus and nationally about policing, but also very much about how our Native students and Native communities are not really present, or welcome, or visible on college campuses,” Kelly explains. In fact, Native Americans make up a relatively small portion of CSU students; approximately 141 were members of a federally recognized tribe in 2021, less than 1 percent of the university’s undergraduate population. However, Kelly notes the number is closer to 875 when including individuals who self-identify as Native American.

In response to demands from student activists following the incident, then-President Tony Frank formed a task force, later converted to a permanent Native American Advisory Council, to address challenges faced by Indigenous students and staff. Kelly, who formerly served as chair of the council, says that after engaging in outreach with students, employees, activists, and local tribal members, the group recommended that CSU establish a high-ranking position that would report directly to the president on Native American matters.

“These [dedicated Indigenous and Native American Affairs] positions can’t live in diversity offices,” Kelly says, explaining that this role includes many responsibilities. “This is tribal sovereignty, this is government-to-government work that, as an institution, is [CSU’s] responsibility to be doing.” For this reason, the role will require not only a deep familiarity with the historical context of CSU’s status as a land-grant university but also the ability to approach tribal nations with the respect they deserve. An example of this work will be training faculty and staff on issues of data sovereignty to ensure they are not unfairly profiting off the publication of research involving Native American communities.

The University of Minnesota (UMN), another land-grant institution, likewise recently sought to repair relations with Indigenous communities by creating a senior-level position dedicated to tribal affairs. In May 2021, UMN President Joan Gabel appointed Karen Diver as senior adviser to the president for Native American Affairs. Diver is the former chairwoman of the Fond du Lac Band of

Lake Superior Chippewa and former vice president of the Minnesota Chippewa Tribe, in addition to having served as a senior adviser to President Barack Obama on Native American affairs.

The appointment is part of the university's recent focus on honoring its obligations to local tribal nations, a goal outlined in its 2025 strategic plan that is in large part a response to calls from student activists and the Minnesota Indian Affairs Council (MIAC) to better prioritize this population's needs. UMN initially began this work in 2019 when Gabel hired Tadd Johnson, JD, as the school's inaugural senior director of American Indian Tribal Nations Relations. A former tribal attorney and professor emeritus at the UMN Duluth campus, Johnson says his role was essentially that of a liaison between the university and local tribes. By scheduling regular meetings between Gabel and tribal leaders, Johnson was able to facilitate open dialogue that allowed the Native American community to express "what they wanted, what mistakes [UMN has] made, and what we could do better," he says.

Johnson also played a role in establishing groups known as American Indian advisory councils at nearly all of UMN's campuses. In addition, he recently helped secure a \$5 million grant from the Andrew W. Mellon Foundation to fund a series of racial justice projects and initiatives at the university, many of which will address Native American relations. One such effort is the Towards Recognition and University-Tribal Healing (TRUTH) Project, which involves UMN faculty researchers working with the MIAC and interns from each of Minnesota's 11 tribes to examine the university's history with tribal nations. The TRUTH Project report, which is expected to be published later this year, will serve as a guideline for future policies at UMN.

Going forward, Diver and Johnson will continue to explore ways to highlight the needs of Native American students and build relations with local tribes. As more land-grant universities begin making amends for their legacies toward Indigenous people, Johnson hopes to eventually see the development of a coalition of leaders in these types of advisory roles. Through such a group, institutions could share insights and raise awareness of pressing issues for Native American communities.

"Creating a dialogue among universities, I think, would be a great step forward," he says. "Developing best practices for this type of relationship-building with tribes all comes down to respect and listening."

Overzealous COVID measures are hurting education

The Chronicle of Higher Education

As the 2022 midterm elections approach, education has arguably never in recent history been higher on the national agenda — or K-12 and higher education more united in the public mind. Much of this is because of a right-wing offensive against what the GOP portrays as radical-left indoctrination by immoral educators, enabled by generally profligate public spending. In response, educators and academics maligned as scheming groomers and elitist grandstanders have come together to defend their professional integrity and articulate the importance of academic freedom.

The need to resist such newly vigorous attacks is obvious and urgent. But the midterms also present an opportunity for those of us who work in, and care about, education to do more than play defense. We must also articulate a vibrant vision of educational thriving.

The good news is that we can start by addressing a threat over which we have more influence: nearly three years of pandemic policies that are unwittingly undermining the very institutions many progressives purport to champion.

In the spring of 2020, when President Donald Trump denied Covid's threat and delayed critical action, liberals and progressives reacted with the intense opposition that was by then reflexive, positioning themselves as champions of public health and embracing closures, stay-at-home orders, and remote learning. At that time, this response was right, or at least reasonable. Even the accompanying moral suasion — stay home, save lives — was merited, at least before it devolved into cruelty: shaming those who sought solace in public outdoor gatherings, accusing kids craving each other's company of callously "killing grandma," or blasting mothers buckling under the stress of school closures as entitled "wine moms."

Nearly three years later, Covid is certainly not over, regardless of what some conservatives proclaim. But neither are Covid mitigations, as some progressives announce equally inaccurately — at least, not if you spend time in schools or colleges. In contrast to stadiums, bars, gyms, or most venues

that serve adults, which have been operating close to business-as-usual for months, many educational institutions remain vigilant.

When these institutions, which had for many months offered only online classes and stripped-down support services, finally reopened for in-person learning, the experience was often significantly scaled back. Students ate silent lunches and sat six feet away from each other, sometimes behind Plexiglas dividers; graduations and extracurricular programs were downsized or simply canceled. Quarantine rules repeatedly required whole classrooms to close. Toddlers in New York City remained masked until this June; Philadelphia's Head Start preschoolers will start the upcoming school year in masks. Unvaccinated students in New York City public schools — roughly half the student population — are still excluded from sports, chorus, and band.

Evidence for prolonging these policies is shaky. The World Health Organization recommends against masking children under 5 years old. Emerging data on extended closures suggest their correlation with academic and social-emotional struggles at all ages. European countries that prioritized education as an essential public good model an alternative path. (Ironically, so do some red states whose leaders now claim the moral high ground on pandemic educational policy.) And public opinion is shifting to consider the broader social and economic implications of these interventions.

Yet in education circles, moralistic invocations of a vaguely defined “equity” have become a staple defense of extended mitigations, in K-12 classrooms, and on college syllabi alike. This has made it ever harder to have good-faith conversations about the costs of long-term masking in the spaces where such policies have endured the longest.

This past spring, when New York City schools went mask-optional, some children reported their teachers told them that if they cared about others, they would continue to cover their faces. On my own campus, which requires vaccination, boosters, regular PCR testing, and universal indoor masking, a brief pause in the mask mandate prompted a student to exclaim that she was excited to finally see and hear her classmates — and then to quickly apologize if she sounded ableist or selfish. I understood her

hesitation; students who petitioned to revise the in-class mask mandate, mostly speakers of languages other than English, were condemned as eugenicists. Less dramatically, students have told me that because of these ongoing restrictions, they simply find themselves, as I now do, spending less time on campus. It is hard to imagine that the recent nationwide exodus from public schools is not also related to exhaustion with these policies.

Such policies do not define life in classrooms or on campus, of course. But it is undeniable that unlike many educational reforms, which often take years to meaningfully affect learning and living, Covid policy disrupted education with a unique abruptness and intensity. And the left has played a key role in that process.

So how much will this matter in the midterms? It's hard to know. Some say not at all, since many schools and colleges have already relaxed their Covid protocols and may continue to do so, given recent CDC guidance. But even so, the impact of these measures — as well as the mainstreaming of harmful ideas that “learning loss isn't real” or that young people are so resilient and formal education so replaceable that students will quickly rebound from its total disruption — will be hard to forget. Glenn Youngkin's 2021 gubernatorial win in Virginia suggests that dissatisfaction with the Covid policies enacted by Democrats and their allies can be an electoral boon for the GOP and pave the way for measures that delegitimize teachers and undermine education. If Democrats refuse to acknowledge the impacts of these policies and to envision an inspiring path forward, it is easy to imagine this dynamic repeating itself.

K-12 and college environments are not identical. But as the academic year begins, we educators and the politicians who are our ostensible allies must focus on rebuilding schools and colleges as the thriving sites of community and engagement that, at their best, they can be. This does not mean restoring a “normal” that ignores the impact and lessons of this ongoing pandemic and which ill served so many of us, and our students, in the first place. On the contrary, it is an opportunity to improve our educational policy and practice by rebuilding crumbling infrastructure and addressing multiple inequalities only exacerbated in the past several years.

Achieving such educational progress — in the midterms and beyond — also requires reminding ourselves of the best that schools and colleges can offer when they are structured to create a sense of shared humanity, rather than organized primarily to prevent disease transmission. Without this sensibility shift, educational advocates across the board are only abetting those who seek to dismantle the institutions we hold dear. Skeptics, mostly on the right, have for decades insistently questioned whether investing in the educational system is worth it. This chorus stands to become louder and more politically diverse as the cost of education climbs, even as the experience of schooling has been stripped down. The midterms are a crucial opportunity for an alliance among educators to answer, unequivocally: YES, education is absolutely worth it — and to champion a robust vision of what it means to learn, and live, together.

America's land-grant universities uniquely positioned to fight today's biological threats

The Hill

This year marks the 160th anniversary of the establishment of the first land-grant university by President Abraham Lincoln. President Lincoln valued higher education and recognized the role that dedicated institutions could play in supporting food, animals, and plants, while also ensuring that citizens with modest means could obtain a university education.

Land-grant universities are specially charged to solve problems affecting agricultural and rural areas. This mission could not be more relevant today.

A new report by the Bipartisan Commission on Biodefense contains 15 recommendations to leverage the capabilities of land-grant universities. “Boots on the Ground: Land-Grant Universities in the Fight Against Threats to Food and Agriculture” describes how to empower these institutions to help defend our country against current and future biological threats.

Despite national mobilization of scientific brilliance, which produced new vaccines and other medical interventions in record times, COVID-19 has killed 1 in 325 Americans and continues to sicken and take lives. Even as we continue to grapple with this pandemic, monkeypox cases are now spreading across the globe, including in the United States. It is only a question as to when — not if — the next biological threat emerges.

Importantly, biological threats can impact not only people, but also food and agriculture. Our nation is not ready for the diseases that threaten this \$1 trillion industry.

Agricultural diseases pose serious threats to animal, plant, and human health, as well as food, the economy, and the environment. Although the pace of outbreaks is increasing, reinforcements exist that can help defend our crops, livestock, food, and farms: the nation's 112 land-grant universities.

As an example of the challenges facing our nation's food supply and agricultural industry, we need look no further than the avian influenza outbreak spreading around the country and the world. This highly

pathogenic virus has been confirmed in a majority of states, affecting more than 40 million domestic birds. Many have been destroyed in the effort to contain and eliminate the disease. A similar outbreak in 2015 cost the U.S. economy \$3.3 billion and impacted more than 50 million turkeys and chickens. Most emerging infectious diseases are zoonotic, meaning that they originate in animals before infecting humans. While the current avian influenza outbreak does not pose an immediate threat to human health, scientists warn that the virus could evolve to infect, sicken, and kill people.

Similarly, African swine fever has also swept dozens of countries across Europe, Latin America, Asia, and the Caribbean, wiping out millions of pigs. High mortality rates and lingering virus in local wildlife could power more devastating outbreaks. The U.S. pork industry could experience about \$15 billion in losses if African swine fever enters the United States.

Fragmented surveillance and detection systems do not produce the real-time information decision-makers need to respond swiftly to outbreaks. These and other deficiencies leave the country vulnerable to outbreaks that can damage the agricultural economy and devastate rural communities.

Our nation's land-grant universities can greatly enhance our agrobiodefense. These institutions possess deep research expertise and established credibility in local communities and operations in virtually every county in the U.S.

Land-grant universities engage in innovative research and development, cooperative extension activities, and emergency and disaster response.

Nationally and internationally recognized scientists work at land-grant universities in disciplines important for biodefense. They help affected state, local, and Tribal agriculture and public health programs track disease and monitor wildlife.

Land-grant universities are already present and able to assist affected communities well before (and after) the federal government arrives on the scene of a biological event. Further investment in these capabilities would

bolster these universities for action times of crisis and strengthen national biodefense.

Building on President Lincoln's legacy, we can strengthen national biodefense of food and agriculture by funding and reinforcing the work of the land-grant universities before an event destroys food, crops, herds, textiles, biofuels, and other agricultural products, and devastates our national and global economies. Land-grant universities have their boots on the ground in the battle against threats to food and agriculture. We need to provide them with what they require to protect the communities they serve.

Tom Daschle is a former Senate Majority Leader and Democratic Senator from South Dakota who serves on the Bipartisan Commission on Biodefense.

Tony Frank is Chancellor of the Colorado State University System and has a research focus on infectious disease pathology.

Financial woes loom large with faculty, staff and students as Colorado State University looks for its next president

CPR

Some community members asked for the next Colorado State University president to invest more in university resources for marginalized and underrepresented students. Others called for more transparency from their future leader. But, what was overwhelmingly at the top of many peoples' minds was money.

“We need a president who understands that there are many students who do not have their mothers or their fathers paying for their college,” first-generation student Nick DeSalvo said at one of six public sessions to gather feedback on what the community wants to see in their next president and what the 29-member Presidential Search Committee should consider as they prepare to open applications for the vacant presidency.

Dozens of people spoke up.

At a time where inflation is at a record high and the cost of living continues to rise, DeSalvo said the next president should find ways to bring costs down for students.

“This university is a business,” he said. “As long as we stay in that mindset, a lot of students will be soured towards higher education and higher education will continue to be inaccessible to students.”

The comments painted a broad picture of how students, faculty alumni, and staff see the current state of the public university.

The Fort Collins university began its search for a new president when Joyce McConnell stepped down from her post at the end of June, two years ahead of the end of her contract. The circumstances of her resignation are still unclear.

Money isn't on just students' minds.

Graduate Student Council president Derek Newberger said grad students, who often contribute to research or teach classes, need better compensation.

“From what I know of, there are many departments at CSU that aren't compensated competitively or enough,” Newberger said. “And I understand that. My argument would be that grad students, we're drowning and we need help in that aspect.”

Michelle Cadena, the assistant director of El Centro, a Latinx student support center on campus, said taking care of existing faculty and staff should be a key part of the next president's diversity, equity and inclusion strategy.

“I think that when we think about a president of an institution, we think that they are also responsible for the overall holistic health of their staff and faculty on campus,” Cadena said.

One faculty member, who did not identify himself, told committee members he had to get a second job on top of his full-time teaching.

A 2022 Joint Budget Committee briefing found state higher education institutions spend about two-thirds of their budgets on salaries and benefits. It noted four-year institutions have cut costs during recessions by increasing the number of lower-paid, part-time staff, reducing average salaries.

The Presidential Search Committee said it will post the final job description by early September. Interviews will begin later this year, with candidates being sent to the Board of Governors for consideration by the end of November.

[View this email in your browser](#)



Community focus | Statewide engagement | Global impact

The CSU System includes three campuses: [CSU in Fort Collins](#), [CSU Pueblo](#), and [CSU Global](#).



The truth doesn't need to be believed to be true. Facts exist even when we miss them or hide them. And arguing to win an argument is not the same as discussing to more fully understand a complicated issue.

I've been thinking about such things a bit more over the years, especially as various narratives that co-exist in our society have tended to evolve toward increasingly more strident and dogmatic views that are incompatible with the competing counter-narratives. Science, itself under no small amount of attack of late, rests on a philosophy where we collect *all* existing facts, search for a unifying explanation that accounts for all the known facts and which no existing facts contradict, and when we find that, we tentatively adopt it as the working theory for our explanation of things, always alert that new information could and should cause us to change our thinking so that all facts are accounted for. This is not "making a case," where selected facts are used to buttress an argument, trying to carry the day of public opinion. And let's be clear: Making a case matters in many circumstances. Courts of law are perhaps our best example. The open exchange and

debate of ideas within a free press or within the public square of opinion (or on a college 331 campus) are vital to the on-going public dialogue that characterizes a healthy democracy. But I think our cases are always strongest when they are based on a foundation of facts – especially foundations that are inclusive rather than carefully curated to make a point. Indeed, this is perhaps the most important thing we can give to college graduates: that sense of openness to seeing all the facts and asking whether they fit within a world view. Sometimes this expresses itself as skepticism, others as critical evaluation of what we’re hearing and reading. But its foundation is an openness to assessment in a search for truth, even if we may not think of it that way in the mundane moments of our day-to-day lives.

August marks the start of a new academic cycle. Move-In Days and Convocations on the campuses of the Colorado State University System move to the forefront. More than 50,000 people currently enroll with our three campuses, seeking to earn a degree or credential that will improve the trajectory of their lives, carve out a better path for their families, and – in doing so – add to the rich fabric of our pluralistic society. In Fort Collins, about 5,500 (primarily) young people will start that journey this year. If this isn’t the largest entering class in University history, it’ll be awfully close. Interim President Miranda has rented a motel near campus (many of you likely have stayed there for various Homecoming events over the years) because our dorms won’t hold this class, especially as more returning students hope to stay on campus to avoid the housing shortage that affects so many of our communities. In Pueblo, President Mottet’s team and the faculty at CSU Pueblo have been working tirelessly to implement the Board’s investments in Vision 2028, re-orienting classes and programs toward new areas of student/customer demand and building a campus culture that people want to be a part of, to live in, in which to thrive. The headwinds that are buffering regional state colleges across America are strong, and Tim’s team should be rightfully proud to be holding their position within that storm as they look to start an estimated 650 new students, essentially the same enrollment position as last fall. And at CSU Global, where the pandemic saw working adult students lose jobs and education benefits even as they themselves became teachers for their own children, enrollment has re-steadied itself at around 16,000 students. Indeed, enrollment across the CSU System appears to have essentially recovered from the pandemic, even as the virus continues to impact our world.

Those enrollment numbers are observations, measurements if you prefer. In the pre-fact-free world, we would have called them facts. And they are stubborn things, these facts. They need to be, since a counter-narrative is alive and well that attacks the value proposition of American public higher education. In this counter narrative, the case begins, often with graphs, talking about large tuition increases over time (without showing the hundreds of millions of dollars of financial aid invested over that same time period, obscuring the fact that low-income students generally don’t pay tuition or fees at most universities). The second step, often with a chart, points to declining national enrollment (again using aggregated data that ignore issues such as demographic changes, college

readiness of high school graduates, in-and-out migration by state or region, and non- 332
resident enrollment). These charts and graphs take different forms in different publications – line graphs, bar charts, even their more complicated cousins. But they all tell the same story. And that story is then often backed up by anecdotes posing as data; the story of a CEO or wunderkind who didn't go to college and succeeded nonetheless is certainly compelling, but it's not good data for decisionmaking. Sometimes, these arguments are followed by pointing out wage growth among non-college graduates (driven by the shortages in the labor market – not in any way a new phenomenon, indeed one that has influenced college enrollments for well over a century). If there's an attempt at a return on investment calculation, it usually fails to consider a return on taxpayer investment (when we know that, on average, taxes on higher college-related salaries repay the state's investment in a student in just a few years). This counter narrative walks one from point A to point B, painting a picture of a failing system that can be summarized as follows: Unwilling or unable to adapt, American public higher education is out of touch with what people want. It is overpriced and of declining value (ignoring numerous measurements that are at odds with this statement). The tree is rotted at its core, and a good, stiff wind is all that's needed to topple it, making way for any number of new educational models that all share one curious commonality: They believe in the death of one approach creating space for a revolutionary change in education, eschewing a world that is observationally filled with countless examples of evolutionary change in response to changes in environment.

Yet this counter narrative contains observations we must include in our fact set if we are to be intellectually honest in searching for an explanation that accounts for all facts as we know them today. Can American public higher education do better in terms of outcomes? Yes. Ninety-five percent of the students who enroll in a college or university should graduate – and sooner rather than later – with skill sets that match employer needs. And your background or the color of your skin shouldn't affect this success rate.

Should American public higher education offer new pathways toward a successful career and a meaningful life? Again, yes. Pressures on the labor market and shifts in workers' expectations may complicate the picture, but higher education is adapting. Indeed, as students are recruited into the workforce out of some programs prior to graduation, new learn-while-you-work models are being deployed; shorter-term credentials with the opportunity to fill in the rest of a degree later, if and when desired, are being offered; and pathways are being cleared to open new doors for students where a residential college experience is not the right answer.

Do we in higher ed have a responsibility to work with our colleagues in K-12 and within our communities to address the unacceptable loss of human talent from our educational pipeline, where 37% of babies born in Colorado will grow up unprepared to attend college, a number that skyrockets in communities of color? Absolutely. Higher ed won't have all these answers, but we can and must be a part of the solution. There are any

number of bold, national experiments in this space; the Spur campus at the National Western Center in Denver is a big part of this commitment for the CSU System. 333

It's my belief, and since it's looking forward, it's only that – a belief – that public higher education will continue to adapt, to evolve. Those places that offer innovative programs appealing to students/customers, creating graduates who meet the needs of employers, that provide a culture and experiences that welcome everyone and offer a chance to learn in the open marketplace of the public debate of ideas, that focus on the basics of access, affordability, and outcomes will thrive. The campuses of the Colorado State University System look to be a part of that evolution that will create the next generation of American public higher education institutions, even as we protect and steward the traditional foundation that generations of Coloradans before us have built.

My belief stands at odds with the counter narrative that American public higher education is out of touch with what people want and faces a declining value proposition. And apparently, the entering class of Fall 2022 agrees. Perhaps they were sophisticated consumers who looked at all of the things we used to call facts before making a decision. As the counter narrative to American public higher education builds, I find myself reminded of my father, a quiet farmer who never attended college, who used to say that saying something louder and more often didn't make it more true. And, in the end, actions really do speak louder than words.

To the people who worked so hard on our campuses to recruit and enroll these students, thank you. To everyone on our campuses who helps create the culture that welcomes each and every one of them with all of their differences, thank you. To everyone on our campuses who says, "Yes, and could we also try that?" instead of "No, that's not what we do," thank you. To the faculty who will challenge these students, allowing them to hone their natural talents, thank you. To the parents who entrust their most precious gifts to us, thank you. To the legislators and elected officials who do their best in the face of tough choices to steward an education system built by previous generations, thank you. And to the entering students of the Fall 2022 class, welcome!

- tony

Tony Frank, Chancellor
CSU System

Share this letter via social:



LATEST AT THE CSU SYSTEM



Rendering of the CSU Spur Hydro building, which will open Jan. 6, 2023.

- CSU Spur's third and final building, [Hydro](#), will celebrate its grand opening on Jan. 6, following the Denver Chamber's Boots n' Business event at the National Western Stock Show; save the date!
- 2nd Saturdays at CSU Spur launched on August 13, offering an extra day of free programming and family-friendly fun in addition to [regular weekday offerings](#). August 13 also marked the kick-off of the [naming contest for the 9-foot CSU Spur kitten](#); possible names were submitted by CSU Spur partners and nonprofits and organizations in the Globeville and Elyria-Swansea communities (the neighborhoods surrounding Spur). The public is invited to [vote for their favorite name](#) for the CSU Spur kitten now through August 26.
- The fifth annual [CSU Spur Water in the West Symposium](#) will be hosted Nov. 2-3 at the Seawell Ballroom in downtown Denver. Registration and additional details to come.

CAMPUS SPOTLIGHTS



Joel Berger and fellow American invitee Joanna E. Lambert, a professor at the University of Colorado Boulder.

— Joel Berger, the Barbara Cox Anthony University Chair in Wildlife Conservation at the **CSU Fort Collins** Warner College of Natural Resources, was one of only two Americans [invited to the Global Warming International Seminar](#), the “World’s Highest Climate Summit.” Berger led a presentation on Nepal’s legacy on biodiversity, focusing on snow leopards and wild yaks. He also touched on the loss of glaciers and the consequences of global warming on biodiversity.

— Through a recent partnership, Parker Dewey helps **CSU Pueblo** students [connect with paid, short-term projects known as micro-internships](#), serving as a mix of recruitment and human resources tools for would-be employers and an experience-building portal for students and includes a hint of speed dating for both parties. As of July 15, students can apply for more than 100 projects ranging from a gig illustrating a children’s book for a Las Vegas-based publisher, to a remote position researching engineering curriculum for the multinational aerospace and defense technology company Northrop Grumman.

— **CSU Global** President Pamela Toney recently named three new vice presidents to her executive leadership team. Dr. Sandy Jones, VP of Strategic Engagement, leads CSU Global’s engagement efforts through oversight of marketing, communications, strategic development, and enrollment; Dr. Angela Hernquist, VP of Student and Faculty Operations, oversees the university’s 550+ faculty members and helps drive student success; and Jim Smith, VP of Strategy, leads the university’s strategic efforts, as well as directly overseeing institutional effectiveness and compliance. For more information, visit the [CSU Global](#)

HIGHER EDUCATION LANDSCAPE

— Nationwide, [rents have risen](#) 14% on average — and by even more than that in cities that have large student populations, such as Boston (up 24%), New York (21%) and Austin, Texas (20%). It's led to long waiting lists for less-expensive on-campus dorms, though few universities have space to accommodate all of their students on campus, and most require some to live off campus for at least part of the time they're enrolled. (*The Hechinger Report*)

— Two bipartisan bills [recently passed](#) in the House of Representatives seek to address the growing demand by college students and faculty for mental health services by helping colleges create evidence-based policies and procedures to address mental health and addiction on campuses. (*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 to receive the print copy biannually.



[View this email in your browser](#)
[Para leer en español, haga clic aquí](#)

food. water. health.

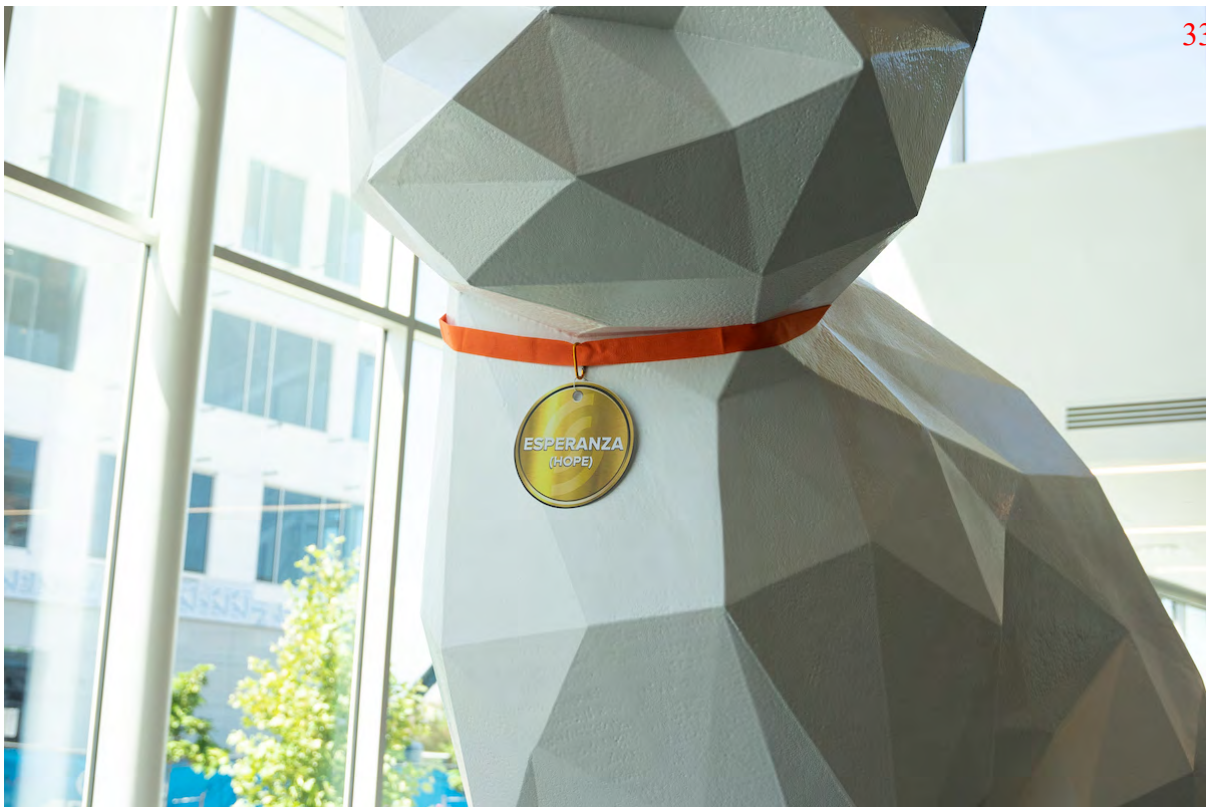
THE MONTHLY *Newsletter* FROM CSU SPUR



[CSU Spur](#), the CSU System's campus at the [National Western Center](#), is now open and free to the public year-round! The [Vida](#) and [Terra](#) buildings are both now open, and the [Hydro](#) building will open at CSU Spur on January 6, 2023. Read on to learn more about what's happening at CSU Spur, as well as stories spotlighting neighbors, partners, and collaborators of this landmark project.



INTRODUCING ESPERANZA!



The 9-foot interactive kitten in the lobby of the Vida building, the unofficial mascot of CSU Spur, now has a name: **Esperanza ("Hope" in Spanish)**!

The winning name was submitted for the kitten naming contest by CSU Spur neighbor [Tepeyac Community Health Center](#), a nonprofit community health center providing care to the medically underserved. Thanks to all who voted — it was a tight race up until the end, and nearly 2,000 votes were cast to name the CSU Spur kitten!

Tepeyac shared the following blurb about the significance of the name: Esperanza (Hope) personifies the GES community. People/immigrants originally moved to GES because they were hopeful about the economic opportunities that existed in these neighborhoods. Over the past several decades, GES has transitioned to a largely Latino community and has struggled to maintain its identity, as well as economic opportunities. With the redevelopment of the National Western Complex and the CSU Spur campus, along with the new Tepeyac Community Health Center, there is a renewed sense of hope within the community and for the opportunities that lie ahead. With the name Esperanza, there is acknowledgement of the rich cultural history of the GES community and hope (esperanza) for the future!

Say 🐾 to Esperanza the next time you visit CSU Spur!

THE NEXT 2ND SATURDAY AT SPUR IS SEPTEMBER 10



A visitor to Spur participates in a planting activity during Community, Friends, and Family Day at Terra in June.

The next 2nd Saturday at CSU Spur is coming up from **10 a.m.-3 p.m. on Saturday, September 10!** During 2nd Saturdays at Spur, educators, scientists, and partners share their most exciting hands-on activities – creating a fun and new experience for visitors every time. Join us on September 10 for **free** family-friendly fun, including:

- making play dough
- seeing insects and microbes up close
- playing in the kid's mock vet clinic and kid's kitchen
- watching veterinarians at work
- experiencing virtual reality
- digging into the Spur green roof
- seeing horses assisting with therapy for people
- checking out educational exhibits and art installations
- food for purchase from the [Tacos El Huequito Family Food Truck](#)

CSU Spur is free and open 9 a.m.-5 p.m. Monday-Friday and 10 a.m.-3 p.m. on the 2nd Saturday of every month; [plan your visit to Spur.](#)

REGISTRATION NOW OPEN FOR WATER IN THE WEST!



Register today for the fifth annual [CSU Spur Water in the West Symposium](#), hosted Nov. 2-3 at the Seawell Ballroom in downtown Denver! (Virtual option available as well.)

This year's theme is global successes and solutions in water, and confirmed [speakers](#) so far include Sylvain Fabi, Consul General of Canada, Roberto Salmón and Edward Drusina, Mexico and U.S. commissioners for the International Boundary and Water Commission, respectively, and Benny Chefetz of The Hebrew University of Jerusalem — more speakers TBA!

[Learn more and register.](#)

RESEARCH GREEN ROOF THRIVING AT CSU SPUR



The green roof at CSU Spur Terra.

More than 100 pounds of tomatoes. Forty-eight pounds of cucumbers. Nearly 20 pounds of basil, dill, cilantro, and other herbs.

The research green roof at CSU Spur has now produced 204.5 pounds of produce in its initial growing season at the recently opened Terra building.

This harvest has already bolstered deliveries for local families participating in a food access program administered by [The GrowHaus](#). For Jennifer Boussetot, an assistant professor of horticulture at CSU and lead designer of the research green roof, it is also providing an exciting glimpse at how urban rooftops might be transformed in coming years into productive gardens that can help feed, inspire, and inform surrounding communities.

[Continue reading.](#)

ARE YOU FOLLOWING US ON SOCIAL?

- ✓ The making of the CSU Spur kitten (aka Esperanza!)
- ✓ A sneak peek of Denver Water's new water quality lab at Hydro
- ✓ A happy birthday to the one and only Temple Grandin

These are just a few of things you're missing if you're not following [@CSUSpur](#) on social media – [get social with us!](#)

QUICK HITS

- **NEW PROGRAMS:** The CSU System [announced 37 projects](#) originating from CSU Fort Collins will be located for at least the next year at CSU Spur. The announced efforts include new and previously launched projects representing colleges and units across CSU, ranging from PreK-12 offerings to research and scholarship, new classes and workforce development opportunities, statewide outreach and community engagement, and industry partnerships.

- **KEEP IT GROWING:** Over 240 pounds of produce has been harvested from the Community Food Justice Garden and the Terra green roof this growing season and distributed to CSU Spur neighbors through [The GrowHaus](#)'s food access programs!

- **SAVE THE DATE:** The grand opening of the final CSU Spur building, [Hydro](#), will take place on Jan. 6 following the Denver Chamber's Boots n' Business event at the National Western Stock Show.

- **HAVE YOUR STUDENTS BEEN TO SPUR?** More than 3,000 school children, chaperones, and teachers have come through the doors at Spur since January 2022! All CSU Spur [education programs](#) are FREE for school groups, and bus reimbursement is available for qualifying schools.

- **SPUR IS HIRING:** Positions are currently open for an education support facilitator and a front desk administrative support role, and more openings are expected in the coming months. [View all open jobs postings](#) and join us!

- **CHECK OUT SPUR:** Did you know that you don't need to take a tour of Spur to see it in action? [Bring your colleagues, friends, and family](#) and walk around any time we're open. If your group would prefer a tour, you can request to schedule one by filling out the [tour request form](#).

- **THANK YOU, VOLUNTEERS:** The CSU Spur team relies on volunteers, and so far this year, we've logged 850 volunteer hours! Want to be part of the volunteer team? [Learn more about volunteering](#) and fill out an application to get started today!

The [CSU Spur of the Moment](#) podcast explores how experts are tackling big challenges in their fields. In



the latest episode, host Jocelyn Hittle **343** interviews Eleanor Allen, CEO of Water for People, who leads her team to work with residents and governments to provide safe water to communities around the globe.

[Listen and subscribe](#) wherever you find your podcasts. Season 2 launches Tuesday!



*Copyright © 2022 Colorado State University System.
All rights reserved.*

CSU System mailing address:

555 17th St., Ste. 1000
Denver, CO 80202

You are receiving this publication because you have expressed interest in CSU Spur and/or the CSU System and its initiatives.

Want to change how you receive these emails?

[Subscribe](#) or [unsubscribe](#) from this list.

This email was sent to <<Email address>>

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Colorado State University System · 555 17th Street · Suite 1000 · Denver, CO 80202 · USA

[View this email in your browser](#)



[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.

“Where have all the people gone?” I have continued to get this question that I’m sure you have asked – or been asked – related to workforce shortages. In our organizations we feel it daily. A recent article from *Fortune* caught my eye: [Where have all the workers gone? Long COVID has forced as many as 4 million people out of the workforce](#). According to a [report by Brookings](#), “around 16 million working-age Americans (those aged 18 to 65) have long COVID today” with over a quarter of that population being impacted at work as a result of their disability. These are compelling numbers that provide an additional perspective to today’s workforce issues that have been largely pinned on “The Great Resignation.”

So, how are we supporting our disabled workforce? Is what we are doing to achieve disability inclusion and equity enough? For those experiencing long COVID and its impact, we can start by reviewing our practices around accommodations and leave, evaluating opportunities for flexibility at work, and equipping our leaders to support this impacted part of the workforce. But we should also continue to place great emphasis on accessibility in the workplace for all disabled people. Where in our processes, policies, and approaches are we being inclusive and where are we limiting access and creating barriers? We must continue to ask this question and act if we want to build an inclusive and diverse workforce for agriculture and food. Speaking of acting, I found this [toolkit](#) published by the Partnership on Employment & Accessible Technology (PEAT) an

innovative approach to making hybrid workplaces more inclusive through the use of accessible extended reality (XR).

345

Do you have thoughts on this or, like me, more questions? I'd love to hear from you at Lauren.Baer@colostate.edu.

Lauren Baer
Executive Director, Together We Grow



Philomena Morrissey Satre is the director of Diversity-Equity-Inclusion & External Strategic Partnerships at [Land O'Lakes](#) and co-chair of TWG's Workforce Next and Best Practice Series working group. We asked Philomena to share some insights into her background, DEI, the work that Land O'Lakes is doing, and what excites her about the agriculture industry.

TWG: What is your background and how did you find your way into the ag industry?

Morrissey Satre: I previously worked in financial services for 29 years in HR, work life and wellbeing, community outreach, and diversity and inclusion. I was excited to move to Land O' Lakes when they were looking to hire their first full-time DEI leader five years ago. I also felt like it was destiny — my mom grew up on a small dairy farm in Ireland before immigrating to the United States, and I still have a large extended family that lives there!

[Read the full interview](#). And thank you, Philomena, for all your efforts on DEI and support of TWG!

JOIN US FOR TWG VIRTUAL MEMBER SHARING

The Inclusive Excellence in Higher Education Working Group will next meet from 11 a.m.-12 p.m. MDT on Sept. 26. For members of this group, come prepared to share your feedback about what is working, what we need to adjust, and how to ensure we are driving value for this working group and our higher education institutions.

The Workforce Next and Best Practice Series will meet from 9-10:30 a.m. MDT on Oct. 26. We will welcome Erin Olson with [CHS](#) and additional members of the CHS team to present their DEI journey and current work. This will be a valuable sharing of best practices from a member organization, and we encourage you to attend. Additionally, we will provide high-level results of the TWG *Workforce Next and Best Practice Series* survey that will be used to inform our topics, speakers, and approach in 2023. (If you are a recipient of the survey and haven't completed it yet, please do!)

Recap and Key Takeaways

The Workforce Next and Best Practice Series met Aug. 30 with [Dr. Ramon Pastrano](#) of Third Sphere to learn about building inclusion and belonging in organizations. While this session wasn't recorded, Dr. Pastrano did provide a tool for organizations to use related to this topic. If you are a member organization and want access to the tool, please reach out to Lauren Baer at Lauren.Baer@colostate.edu.

If you wish to be added, removed, or to appoint someone from your organization to these groups, please email Rebecca Popara at Rebecca.Popara@colostate.edu.

PARTNERSHIP OPPORTUNITY

Are you interested in reaching the next generation of professionals in green careers?

[Green Career Week](#) with [Seed Your Future](#), a strategic partner of TWG, is a national campaign led by industry professionals to increase awareness about green industry careers and help build relationships with local high schools. During Green Career Week (Oct. 3-7), participating businesses and organizations will connect with local high schools to showcase various career paths at their business. Seed Your Future provides a helpful toolkit to make it easy and efficient for industry members to participate. Check it out!

NEWS NARRATIVE

More and more Americans are becoming [independent workers](#) and supplementing their other jobs or completely leaving positions within organizations. Additionally, "the

independent workforce enables companies, government agencies, and not-for-profit organizations of all sizes to expand their workforces during periods of peak demand.” 347

On the other hand, amidst a strong job market, some Americans aren't [benefiting](#) – particularly those with limited skills or access to training. Tony Gambell and Lisa Christensen explore how a modern interpretation of [apprenticeship](#) can help employees and businesses, “build skills, [increase] collaboration, and [retain] talent.”

Lastly, within organizations, quiet quitting has been making headlines lately, but what exactly is it? [Ed Zitron](#) and [Josh Bittinger](#) offer perspectives on what quiet quitting means to different populations, from “not engaged,” to “setting boundaries,” to “burnout.”

Additional readings on innovation in agriculture:

- [Helping the world adapt to the climate crisis with agricultural solutions](#)
- [The way to your brain is through your stomach](#)
- [This restaurant is run entirely by robots](#)
- [The quest to finding a more sustainable animal feed](#)
- [What does falling in love taste like? NotCo is using AI to figure it out.](#)

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 and follow us on social at the links below!

[Instagram](#) | [Twitter](#) | [LinkedIn](#) | [Facebook](#) | [TikTok](#)



[View this email in your browser](#)



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.

LATEST COLORADOCAST SHOWS A SLOWING, BUT STILL GROWING, ECONOMY

Today the Colorado Futures Center released the August 2022 vintage ColoradoCast, the state's only short-term economic forecast.

Compared to the [May 2022 release](#), the Colorado economy is showing increasing stress. While growth remains positive throughout the forecast horizon (January 2023) it slows to below one percent annual rate. All of the drivers in the ColoradoCast have now turned either negative or neutral with housing prices being the latest economic driver to begin to impose a drag on economic growth. However, continued labor market strength and the persistence of the consumer sector likely are helping maintain the slightly positive outlook.

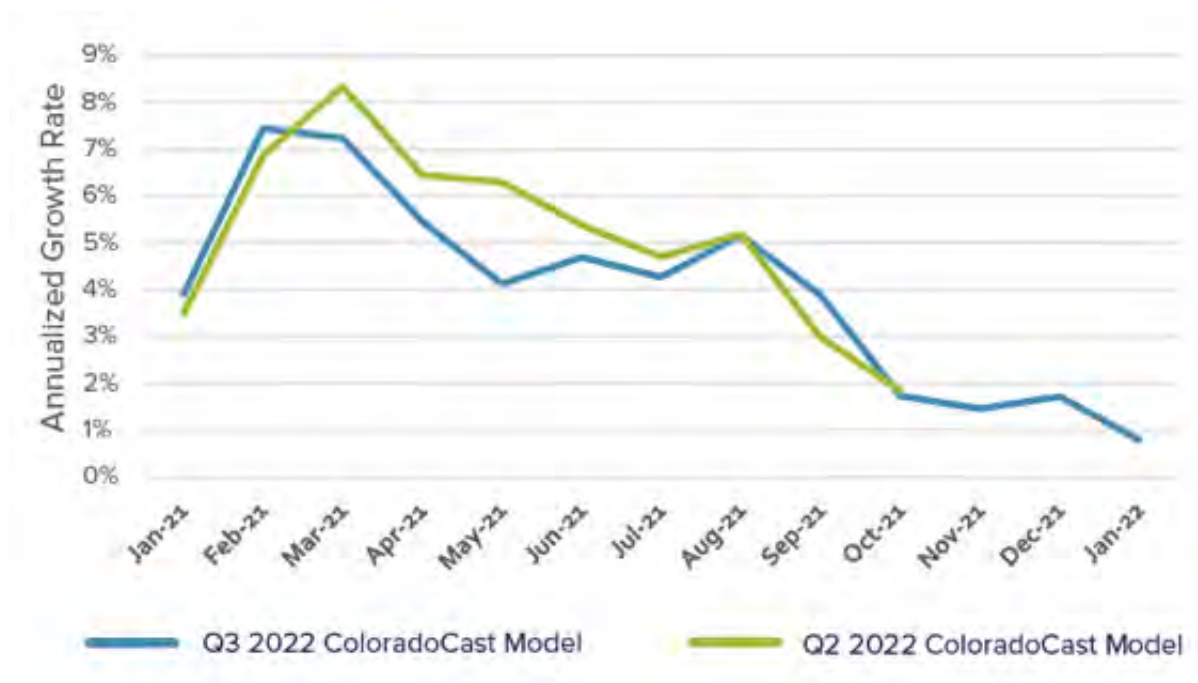
The full Q3 ColoradoCast is available for download on the [Colorado Futures](#)

Thank you,

Dr. Phyllis Resnick

Executive Director and Lead Economist, Colorado Futures Center

Forecast comparison: Q3 to Q2



Copyright © 2022 Colorado State University System.
All rights reserved.

CSU System mailing address:

555 17th St., Ste. 1000
Denver, CO 80202

You are receiving this publication because you have expressed interest in the CSU System and/or its initiatives such as the Colorado Futures Center.

Want to change how you receive these emails?

[Subscribe](#) or [unsubscribe](#) from this list.