

**THE BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM**  
**AUDIT AND FINANCE COMMITTEE**  
**MEETING MINUTES**  
**Conducted Remotely**  
**September 26, 2022**

**ROLL**

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

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

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

**CALL TO ORDER**

Chair Fischer called the Committee Meeting to order at 1:31 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 audit highlights from the last fiscal year and the dashboard. She noted the implementation of the post engagement survey where they are trying to identify if the engagement was of value. She reported that 80% agreed or strongly agreed and their goal is to increase that to 90%. She also reported that five reports had been issued.

Next she discussed the Status of FY 22-23 Audit Plan explaining that they had begun planning Cybersecurity Risk Management Engagement, focusing on end-point security controls, collecting risk information across the entire institution. She also noted that they are conducting an internal review of Internal Audit. Governor Fischer asked for if there was any kind of safety audit conducted. General Counsel Jason Johnson explained that Margolis Healy was retained by the CSU System to do that work .

CFO Sobanet reviewed the latest state revenue forecasts and noted that quarterly forecasts came out the week prior and reflect a slowdown in growth. He explained that the Governors Budget request deadline was November 1<sup>st</sup>. He anticipated that there were likely not big funding increases available in the coming year. He introduced Brendan Hanlon, the new VP for Operations at CSUFC.

VP Hanlon presented the incremental E & G budget for the Fort Collins campus, with tuition modeled at 3% or zero, salary increases at 5% or 3%, and state funding at 3%. He noted the inflationary pressures that have been heightened in recent months and how the scenarios are impacted. President Miranda explained the reasoning for the approach to the budget, noting they were conservative on revenue assumptions and aggressive on expense assumptions. VPUO Hanlon explained anticipated new expenses included compensation increases, multi-year strategic initiatives commitments, quality enhancements, academic incentive funding, mandatory costs, SEP funding, and budget reductions. He also noted that all four scenarios include closing the structural budget deficit.

President Timothy Mottet introduced the CSU Pueblo budget, modeling the same four scenarios. He discussed anticipated revenues, noting a trend of students taking fewer student credit hours and holding enrollment flat.

He explained the budget reflected a decline of 3% in undergraduate students and were budgeting for that. He also noted the ongoing structural deficit. New expenses include compensation increases and additional funding for compensation equity concerns around compression and inversion. He also noted that they are budgeting an increase in mandatory costs.

President Toney introduced CSU Global's new CFO Patti Arroyo. CFO Arroyo presented the budget update for CSU Global, which focused on the current year's budget rather than the outlook for next year. She noted the targeted \$88.3M for operating revenue which reflected a 6% increase from FY 22 actuals and a 6% decrease from the original budget submitted in June. She explained this was due to a smaller year over year enrollment. She also noted the efforts to control expenses and maintain the targeted operating margin of 26%. She also noted the strategic reinvestment budget approved by the Board was kept separate from the operating budget.

CFO Sobanet presented the CSU System Treasury update. He reviewed the history behind CSU's diversification of its investment portfolio, starting in 2018. He noted that this year has seen declines versus the past three years of significant gains. He explained the long-term approach. He also noted that there could be a possible bond resolution to bring forward to the Board.

CFO Sobanet noted that North Slope would be in attendance at the Board meeting to provide the annual Debt Capacity Presentation.

With no further agenda items the committee adjourned at 2:44 p.m.

**THE BOARD OF GOVERNORS  
OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
MEETING MINUTES  
October 6-7, 2022  
Longs Peak Room, Lory Student Center**

**ROLL**

**Governors present:** Kim Jordan, Chair; Armando Valdez, Vice Chair (by phone 10-7-22); Russell DeSalvo, Treasurer; Nate Easley, Secretary; Polly Baca; John Fischer; Kenzo Kawanabe; Betsy Markey; Louis Martin (by phone); Dr. Jennifer Davis, Faculty Representative, CSU Global; Dr. Andrew Norton, CSU Faculty Representative; Mikayla Lerch, CSU Pueblo Student Representative; Paige Martinez, CSU Global Student Representative; Dr. MD Islam, CSU Pueblo Faculty Representative; and Rob Long, CSU Student Representative.

**Administrators present:** Tony Frank, Chancellor, CSU System; Jason Johnson, General Counsel, CSU System; Rick Miranda, Interim President, CSU; Timothy Mottet, President, CSU Pueblo; Pamela Toney, President, CSU Global; Henry Sobanet, Senior Vice Chancellor and CFO, CSU System; Susy Serrano, Director of Internal Auditing, CSU System; and Roze Hentschell, Interim Chief Academic Officer, CSU System.

**CSU System Staff present:** Melanie Geary, Board Liaison; Adam Fedrid, IT Manager; Wayne Hall, IT Manager.

**Guests present:** Dr. Chad Kinney, Interim Provost, CSU Pueblo; Johnna Doyle, Deputy General Counsel, CSU Pueblo; Juanita Pena, Director of Business Financial Services, CSU Pueblo; Dr. Paul Savory, Provost, CSU Global; Dr. Jan Nerger, Interim Provost, CSU; Ajay Menon, CEO, CSU Strata; Jocelyn Hittle, AVC, CSU System; Tiana Kennedy, AVC, CSU System; Cara Neth, Executive Communications, CSU System; Angie Nielsen, CSU Fort Collins; Dave Ryan, CSU Fort Collins; Dr. Blanche Hughes, VP for Student Affairs, CSU Fort Collins; Dr. Donna Souder Hodge, CSU Pueblo; Dr. Van Winkle, Presidential Fellow, CSU Pueblo; Laura Jensen, CSU; Anthony Lane, Senior Writer, CSU System; Dr. Albert Bimper, Interim Chief of Staff, CSU; Mike Hooker, Director of Community Affairs, CSU Fort Collins; Greg Harrison, CSU Marketing and Communications; Jeff Dodge, Director, Internal Communications, CSU Fort Collins; Dr. Pam Jackson, CSU Provost's Office; Dr. Sonia Kreidenweis, Interim Dean of the Graduate School, CSU Fort Collins; Brendan Hanlon, VP for Operations, CSU Fort Collins; Jenelle Beavers, VP for Strategy, CSU Fort Collins; Cherie O'Neill, CEO, CSU Foundation; Dr. Sue Doe, Chair, CSU Faculty Council; Kathay Rennels, Interim VP for Engagement, CSU Fort Collins; Dr. Sandra Jones, CSU Global; Amy Barkley, Faculty Council staff, CSU Fort Collins; Kauline Cipriani, VP for Inclusive Excellence, CSU Fort Collins; Kathleen Fairfax, International Programs, CSU Fort Collins; Dr. Alan Rudolph, VP for Research, CSU Fort Collins; Gena Alfonso, Director Marketing, Communications, and Community Relations, CSU Pueblo; James Pritchett, Dean, College of Ag, CSU; Jim Bradeen, AVP for Spur Strategy; Alonso Aguirre, Dean Warner Natural Resources; Wade Troxell, Associate Professor, Mechanical Engineering, CSU.

**CALL TO ORDER**

Chair Jordan called the Board meeting to order at 9:00 a.m. and welcomed everyone.

## **PUBLIC COMMENT**

Chair Jordan then discussed the opportunity for Public Comment that occurs at every meeting. She noted that Public Comment is an important part of our Board meetings, and the Board considers the comments as they carry out their duties. Chair Jordan acknowledged the calls received from classified staff and COWINS union members regarding compensation. She explained that the Board and Chancellor are acutely aware of the difficulties that all our campuses are having in hiring and retaining state classified and other groups of employees, and noted that leadership is in regular discussions about these issues with the campus presidents and state leaders. She noted that a strong team of classified employees is essential to the operation, safety, and success of our campuses and noted leadership was seeing these challenges across all categories of employees, which is why Interim President Miranda has made compensation his highest priority for this year and why it is being closely monitored. Chair Jordan applauded CSU for having strong leadership in its Classified Personnel Council, as the official body representing the interests of classified staff.

Mary Van Buren, professor of Anthropology and Geology and president of the AAUP local chapter, presented results of a survey of 1,800 CSU faculty regarding faculty working conditions. The survey identified concerns around salaries, administrative accountability and transparency, and bias.

Gretchen O'Dell, vice president of the local AAUP chapter and non-tenure track faculty member in French, discussed the importance of faculty retention to student retention.

Chair Jordan acknowledged the public comment and reiterated that the Board is actively talking about these issues.

## **CHANCELLOR'S REPORT**

Chancellor Frank noted that his report stood as submitted. He highlighted the partnership with CollegeTrack, which Governor Easley helped facilitate. He also noted that the Association of Public and Land Grant Universities will hold its national annual meeting in Denver in November, and all of the CSU System campuses are participating in various sponsorships and other opportunities. He also noted that staff have worked to ensure that Spur is showcased during the meeting.

Chancellor Frank then went on to discuss retreat outcomes. He noted that the retreat outcomes lay out a framework for developing goals that will lead to the new strategic plan next August and a more specific discussion around implementation. Chair Jordan also shared her perspective on the process and how that will help Board members continue to have their fingers on strategy. Governor Markey asked the Board to track how the Board and System plan aligns with the campus plans. Chancellor Frank reviewed how the System activities exist to elevate, coordinate, and add value to the work of the campuses. Governor Fischer asked where faculty and staff compensation and quality of work life fit into the plan. Chancellor Frank replied that compensation and quality of life are a big part of student success and access and affordability, but it is an open question whether that should have its own strategic priority. The Board agreed to discuss as part of Friday's conversation.

## **CSU Spur Update**

AVC Jocelyn Hittle provided a report on CSU Spur, noting that construction at Hydro is in the final stages. She mentioned that Secretary of Agriculture Tom Vilsack and Colorado Commissioner of Agriculture Kate Greenberg recently visited Spur to make several official announcements. Also, AVC Hittle noted the launch of the Impacto interactive global map, led by Kerri Conway. Spur also hosted an MOU signing on behalf of the North American Agricultural Network, which is hosted at Spur. Kristin Kirkpatrick has re-joined the System to oversee partnerships and advancement at Spur. In addition, there are other searches still in progress. AVC Hittle also reported on the progress of on-site research activities; teaching activities taking

place on the Spur campus; and the Extension director retreat that took place recently. Second Saturdays at Spur has launched and demand is being monitored. About 1,000 people are coming through every month for meetings and events, along with around 80 school groups to date. Chancellor Frank thanked AVCs Hittle and Tiana Kennedy and recognized others who have contributed to the success of the Spur campus and its programs to date. Importantly, January 6, 2023 is the upcoming date for the Hydro ribbon-cutting. Governor Kawanabe asked how much of the engagement to date is initiated by Spur and how much is coming from community demand. AVC Hittle discussed the strategies in place and Chancellor Frank reviewed CSU's responsibilities as an anchor institution in the community and neighborhoods. Governor Fischer asked about the Water in the West Symposium and how we're inviting leaders in various industries to participate. The group also discussed the potential for expanded opportunities in executive education, and the potential role Spur can play in that space.

## **CSU REPORTS**

### **Student Report – Presented by Rob Long**

Governor Long discussed ASCSU's involvement in Ram Welcome activities to help make first-year students feel more comfortable on campus; and working on a Lyft project, providing Lyft codes on days that Ram Ride is not operational. He also noted that ASCSU is working on a bee project that could expand and update campus beehives and apiary. Governor Long further explained he has received numerous questions about parking and reviewed the findings of a recent student survey on parking.

### **Faculty Report – Presented by Andrew Norton**

Governor Norton reported that orientation has been completed for new members and chairs; he then explained that he has been leading a new orientation in faculty governance for all new CSU faculty. He then described how work is progressing on a student bereavement policy. Governor Norton discussed ongoing concerns about faculty compensation and the departure of President McConnell.

### **President's Report – Presented by Dr. Rick Miranda**

Dr. Miranda reported that a recent Forbes ranking showed CSU as the top higher ed employer in the state, which runs counter from some of what we are hearing from faculty in some cases. He acknowledged there is much work to be done on this front. Interim President Miranda reviewed recent faculty accomplishments, and discussed the groundbreaking for the Timberline housing project, with about 60 units of affordable and attainable housing for CSU faculty and staff. He discussed several interim personnel appointments, including Jan Nerger as interim provost, Greg Luft as interim Vice President for Marketing and Communications. Dr. Miranda also explained that Robyn Fergus has resigned as Vice President for Human Resources, and an interim would be named the following week. Governor Markey noted that she would like to see greater attention focused on how sustainable the Timberline project is, since it's really a model in terms of construction on this type of project.

The Board paused for a break at 10:08 a.m. and the meeting resumed at 10:20 a.m.

## **RURAL INITIATIVE**

Interim President Miranda provided an update on activities around the Rural Initiative at all three CSU campuses. Activities in Fort Collins are centered around Engagement and Extension, and he provided an overview of CSU's Engagement and Extension structure with five areas of focus: youth and family; health and well-being; natural resources; community engagement; and agriculture. He reviewed prioritized programs and activities. Interim President Miranda noted that they got a late start on the hiring but really hit the ground this summer and are now seeing a fair amount of momentum. He advised that not all Board resources that were allocated for this initiative have been expended, and the campus is also leveraging existing campus resources.

Interim President Miranda invited Interim Vice President Kathay Rennels to address the Board. She noted that 14 of the 20 positions they hoped to hire are on board, and they have paused hiring while bringing those people up to speed. Interim VP Rennels explained how they had a two-day Extension retreat at Spur and they are expecting interesting programs to come from that meeting. She also noted the Extension Forum will take place at the end of this month. Interim VP Rennels reported that they are adding a position that will coordinate Extension activities at Spur. Governor Valdez said he heard positive feedback this summer around the connections with Extension that are happening; he noted that agriculture is largely the focus. Interim VP Rennels explained there is increasing interest in offering addiction counseling support. She noted the current emphasis is on building programs and staffing that are sustainable. Governor Markey discussed the importance of working with the community and local partners, and asked about specific goals of the rural initiative, including what percentage of students are from rural Colorado. Interim VP Rennels discussed how we are collaborating around the broadband effort. CSU Pueblo President Mottet asked how CSU Pueblo can help show support for continuation of the rural nursing bill; and EVC Sobanet agreed to follow up on that topic. Interim President Miranda praised VP Rennels' work in the interim role.

### **ANNUAL AG REPORT**

Dean James Pritchett provided the annual report on agriculture. He was joined by Dr. Kim Stackhouse-Lawson, director of AgNext and professor of Animal Science; Dr. Jane Zelikova, director of soil carbons solutions center; Dr. Kellie Enns, leader of ag education and ag extension master's program; and Dr. Jim Bradeen, AVP for Spur campus strategy. Dean Pritchett reviewed the leadership of CSU's agricultural programs, including several new hires. He expressed his enthusiasm for recruiting students to study agriculture at CSU; students in the program are increasingly female. He discussed make-up of the newest class, including 37% first-generation and 33% racially minoritized. Dean Pritchett reviewed research activities in the college, with 84% of the proposals submitted this year getting funded. He also discussed the contributions of the Agricultural Experiment Stations and strategic areas of focus for the college.

Dean Pritchett then introduced Dr. Kim Stackhouse Lawson to talk about AgNext, which sits between the College of Agricultural Sciences and College of Veterinary Medicine and Biomedical Sciences and focuses on sustainable animal agriculture. We expect to quickly become the preeminent facility in assessing climate impacts of animal agriculture. Jane Zelikova then discussed the work of the Soil Carbon Solutions Center, which includes faculty in five colleges across the university with funding from the Vice President for Research. They focus on scaling climate solutions rooted in soil. Jim Bradeen shared an update on CSU Spur programming from the CSU and College of Agricultural Sciences perspective. Dr. Kellie Enns discussed initiatives and innovations in accessible agricultural education. Dean Pritchett noted the CSU strategic plan for agriculture, which is available online and linked through Board materials. Governor Valdez expressed appreciation for the presentations and innovative approaches and suggested consideration of a November-February term that might be more accessible for people in agriculture. President Mottet suggested this presentation go on a roadshow throughout Colorado to share information from this team. Dean Pritchett noted that they are in talks to host something on the CSU Pueblo campus.

### **ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

Governor Easley, Chair of the Academic and Student Affairs Committee, convened the committee at 11:38 a.m. and introduced Interim Chief Academic Officer Roze Hentschell to lead the Board through the agenda. She introduced the campus provosts: Interim Provost Nerger from CSUFC; Interim Provost Kinney from CSUP; and Provost Savory from CSU Global.

## **Preliminary Enrollment Reports – CSU, CSU Pueblo, CSU Global**

CAO Hentschell presented the enrollment reports. CSU Fort Collins: Largest incoming class in CSUFC history, with increases among minoritized students and first-generation students, and a total headcount: 27,956. She noted there was also growth in WUE enrollment. There are 65% Colorado residents, with about 8% from rural Colorado, and total enrollment is relatively flat.

CSU Pueblo: 3,529 total headcount. Enormous growth in transfer students and extended studies enrollment; first real growth in first-time, first year enrollment in four years. There has been a decline in the number of continuing students, particularly seniors.

CSU Global: This update includes only the first half of the fall term. There are some declines in total enrollment for the first half of the semester and that is expected to correct in Term C. There are 34% Colorado residents enrolled at CSU Global.

## **Student Success Initiative Update**

Dr. Hentschell Discussed preliminary undergraduate retention rates, which have seen some declines. She then reviewed student success initiative progress on closing equity gaps and increasing retention and graduation rates.

Highlights included CSU Fort Collins: Expansion of summer bridge programs; creation of new work study programs; 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; development and expansion of learning communities; co-curricular academic programs and undergraduate research; professional development for faculty, particularly non-tenure-track faculty; and a pre-calculus pilot program.

CSU Pueblo: Appointment of Dean of Undergraduate Studies and Student Success; expansion and maturing of tutoring services; gap analysis of existing tutoring support; student accelerated classes (rebranding of Back on Track); and Discovery Scholars Program, supporting first-year students to work with faculty mentors.

CSU Global: Reorganized student success office; evaluated effectiveness of student advising software; week four course review; conducted student focus groups; review of all scholarship and grant opportunities; and reviewing admissions processes and communications templates and plans.

Governor Kawanabe asked for a breakdown between on-campus enrollment and Extended Studies enrollment for CSU Pueblo, as Pueblo combine those numbers in their report while CSUFC breaks them out separately. He also asked about retention rates, and Dr. Hentschell noted retention rates aren't positive but also aren't surprising given the state and national landscape. We are seeing some impacts of the pandemic, including students who sat out for a year or two and are now returning, as well as students whose high-school careers were impacted and are facing some additional struggles in college. She noted it will be some time before we can really understand how the pandemic has influenced and changed student behaviors. Interim Provost Nerger noted that fall to fall data was representative of fall to spring 2022 data – meaning the students left in spring 2022 after enrolling the previous fall. About half left for financial reasons and the other half for social reasons, with much of the loss from out-of-state students. She also noted that CSUFC is working seriously toward HSI status and is currently at 15.7% Hispanic students, but there is still a retention and graduation gap that they are targeting with student success initiatives. Provost Savory said they are seeing economic and pandemic factors influencing retention and enrollment, including a strong job market. Governor Markey said she would like to see how we compare with other Colorado campuses and campuses

nationally. She also asked about reasons for increases in College of Business enrollment. It was noted that the College of Business removed index score as an admissions requirement during the pandemic and this allowed more students to enroll directly in business rather than going through a pre-business curriculum. Chancellor Frank noted that he is not aware of any campus that isn't experiencing these same issues. Governor Easley said he looks forward to a deeper dive on diversity, equity, and inclusion – we're doing really well in enrolling students, and he wants to know how we're doing on persistence, equity, and inclusion. Interim President Miranda noted that it will be covered in the final enrollment report in the December meeting.

Dr. Hentschell reviewed the proposed new degrees, CSU Graduate Certificates in: Aerospace: Satellites, Radars and Remote Sensing; Hydraulic Design; and Arts Management, and the new CSU Global Certificate in: Digital Health Technology

Dr. Hentschell then presented the annual approval of Degree Candidates fulfilling the requirements for their respective degree during the 2022-2023 Academic Year for CSU, CSU Pueblo and CSU Global.

Dr. Hentschell then presented the CSU Program Plan Review, noting that every Department or instructional unit must undergo a periodic program review and provided the plan for the upcoming year.

The Board paused for lunch at 12:19 p.m. and were joined by staff from the Admissions team and student admissions ambassadors. The meeting resumed at 1:16 p.m.

## **REAL ESTATE/FACILITIES COMMITTEE**

Committee Chair Kawanabe convened the meeting of the Real Estate and Facilities Committee at 1:17 p.m.

CSU VPUO Brendan Hanlon introduced the program plan for the new VTH Veterinary Medical Complex. Chancellor Frank explained that this item does not include a plan of finance, as that follows the program plan approval. Representatives from CVMBS noted that making these changes will ensure CSU has the most progressive veterinary curriculum in the world. Interim President Miranda noted that this program plan, upon implementation, will allow the school to embed students in clinical practice earlier, and that increasing the number of students will support the program's national ranking.

**Motion/Action:** Governor Valdez moved for the approval of the program plan for CSU VTH Additions and Renovations; Governor Baca seconded. The motion carried unanimously. The Program Plan is included in the Board meeting materials.

VPUO Hanlon then presented the Updated 2 Year Cash List.

**Motion/Action:** Governor DeSalvo moved for approval of the Updated Two-Year Cash Project List; Governor Markey seconded. The motion carried unanimously. The Updated Two-Year List is included in the Board meeting materials.

Committee Chair Kawanabe then asked the Board for a motion to move into Executive Session of the Real Estate and Facilities Committee and then into Executive Session of the Evaluation Committee.

**Motion/Action:** Governor Valdez moved for the Board to go into Executive Session of the Real Estate and Facilities Committee and then into Executive Session of the Evaluation Committee. The motion was seconded by Governor Jordan and carried unanimously. General Counsel Johnson read the Board into



Executive Session at 1:30 p.m. and noted the reasons for going into Executive Session under the Colorado Open Meetings Law, as stated in the meeting notice.

As stated in the public notice, the Board has Moved to go into Executive Session of the Real Estate and Facilities Committee under C.R.S. § 24-6-402 (3) (a) (I), C.R.S. § 24-6-402 (3) (a) (II), and C.R.S. § 24-6-402 (3) (a) (VII) for discussions relating to the sale of property at competitive bidding, for matters concerning trade secrets, privileged information, and confidential commercial, financial data furnished by or obtained from any person, and to discuss specific legal questions related to property and a potential sale near the CSU Pueblo campus, as well as the Board's legal obligations under the Morrill Act and related state law concerning its land endowment.

Further, as stated in the public 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 receiving legal advice from General Counsel on specific questions about the CSU Presidential search process, which is confidential pursuant to C.R.S. § 24-6-402(3)(a)(II) and (3.5).

### **EVALUATION COMMITTEE**

As noted and for the reasons stated above, the Board continued in Executive Session, and Committee Chair Valdez presided over the Executive Session of the Evaluation Committee at 2:03 p.m.

Following a Motion, second, and unanimous vote to leave the Executive Session, the Board reconvened in open session at 4:32 p.m.

With no further business for the day, the Board adjourned the meeting until the next morning.

### **FRIDAY, OCTOBER 7, 2022**

Chair Jordan convened the Board for a working breakfast at 8:00 a.m. to discuss Student Success as part of the ongoing Board Retreat follow-up. The Board discussed the following topics: Student life success – what whole person initiatives should we consider; Student Success, enrollment/recruitment, retention, graduation (Is it representative? What are the gaps?); What is the role of the System; what is the role of the campuses; K-12 success, what is our role in success partnerships; what does success look like in 5 years; pilot projects; scale. The Board then reported out on the small group discussions. Some of the recommendations included: give students more purpose; internships; more presence in schools for recruiting; play to strengths; be more welcoming as an HSI; intra-system transfers; compensation – lobbying legislature; outreach k-12 through ongoing teacher education; modules around mental health; general education mental health credit; sense of culture for staff; System approach to recruiting; System level resources for students; seamless transfer; sharing knowledge across the System for success; supporting scholarships; adulting soft skills; community involvement requirement.

Chair Jordan then reconvened the meeting at 9:20 a.m.

### **AUDIT AND FINANCE COMMITTEE**

Governor Fischer, Chair of the Audit and Finance Committee, convened the committee at 9:21 a.m. and asked Director of Audit Serrano to begin.

## **Internal Audit Items**

Ms. Serrano presented Audit highlights from the last fiscal year and the Audit dashboard. She noted the implementation of the post engagement survey where they are trying to identify if the engagement was of value. She reported that 80% agreed or strongly agreed and their goal is to increase that to 90%. Director Serrano also reported that five reports had been issued.

Director Serrano then discussed the Status of FY 22-23 Audit Plan, explaining that Internal Audit had begun planning Cybersecurity Risk Management Engagement, focusing on end-point security controls, and collecting risk information across the entire institution. She also noted that they are conducting an internal review of Internal Audit. Governor Fischer asked for additional information about ransomware attacks on universities, and the Chancellor agreed to bring a report forward to the Board in February.

Chair Fischer then asked CFO Sobanet to present the Finance items.

## **Finance Items**

CFO Sobanet reviewed the latest state revenue forecasts and noted that there will likely not be “move the needle” funding increases for Higher Education in Colorado available in the coming year. He introduced Brendan Hanlon, the new Vice President for Operations at CSUFC. CFO Sobanet asked the campuses to address “what if” scenarios at the conservative end of expectations, given a realistic estimate of state funding.

### *Campus Budget Scenarios with Enrollment Update and Tuition Discussion FY23 and FY24*

CSU VPUO Hanlon presented the incremental E&G budget for the Fort Collins campus, with tuition modeled at 3% or zero, salary increases at 5% or 3%, and state funding at 3%. He explained anticipated new expenses included compensation increases, multi-year strategic initiatives commitments, quality enhancements, academic incentive funding, mandatory costs, SEP funding, and budget reductions. He also noted that all four scenarios include closing the structural budget deficit. CFO Sobanet added that even if projected state funding doubles, there is still not enough to close the gaps.

CSU Pueblo President Timothy Mottet introduced the CSU Pueblo budget, modeling the same four scenarios. He discussed anticipated revenues, noting a trend of students taking fewer student credit hours. For this reason, they are budgeting for a 3% decrease in revenues. He also noted the ongoing structural deficit, with new expenses including compensation increases and additional funding for compensation equity concerns around compression and inversion. He also noted that they are budgeting an increase in mandatory costs, including institutional support per student athlete.

CSU Global President Toney introduced CSU Global’s new CFO Patti Arroyo. CFO Arroyo presented the budget update for CSU Global, which focused on the current year’s budget rather than the outlook for next year. She noted the targeted \$88.3M for operating revenue, which reflected a 6% increase from FY22 actuals and a 6% decrease from the original budget submitted in June. CFO Arroyo explained this was due to a smaller year over year enrollment. She also noted the efforts to control expenses and maintain the targeted operating margin of 26%.

CFO Sobanet noted that this budget does not change the look-ahead for the Board’s strategic funding. He explained that in December the Board will vote on “the draw” from Board reserves to support strategic priorities, and at that point they will be able to report on the Governor’s budget request and on state revenue projections. An additional update will occur at the February meeting, and this is when Board members typically set parameters for the budgets they want to see in May. And then in May, parameters such as tuition are finalized, and then budgets are approved in June.

Governor Fischer asked what peer institutions are doing in terms of compensation, and the Chancellor explained how that information is routinely gathered from various sources and annual reports.

CFO Sobanet explained the CSU and CSU Pueblo Institutional Fee Plan and Policy, noting it is a housekeeping measure required by state policy that requires Board approval of the fee plans and policy framework for CSU Fort Collins and CSU Pueblo. General Counsel Johnson recommended it for Board approval. Interim President Miranda summarized what was included in the plan, noting it defines the types of fees and procedures for initiating and changing a fee, as well as options for appeal. None of the language is changed from prior years but annual approval is required.

**Motion/Action:** Governor DeSalvo moved for approval of the CSU and CSU Pueblo Institutional Fee Plan and Policy. The Motion was seconded and carried unanimously. This Action Item is included in the Board's meeting materials.

#### *CSU System Treasury Update*

CFO Sobanet presented the CSU System Treasury update. He reviewed the history behind CSU's diversification of its investment portfolio, starting in 2018. CFO Sobanet noted that this year has seen declines versus the past three years of significant gains in light of market fluctuations. He explained the long-term, buy-and-hold approach to the investments. He also explained that there will be a refresh of the low-point analysis at the next meeting.

CFO Sobanet then presented the approval of Twenty-Third Supplemental Resolution authorizing the refunding of \$85,000,000 Series 2010B and 2010C (Build America Bonds). He noted this was a conditional item to allow the System to optimize refinancing of the bonds if Congress votes to extend the bond subsidies on the Build America Bonds by December 31, 2022, and no refunding will be necessary for these issuances. He also noted that the Action Item updates the Master Resolution to pledge 100% of tuition revenues based on the passing of Senate Bill 22-121.

**Motion/Action:** Chair Jordan moved for approval of the Twenty-Third Supplemental Resolution, and the Motion was seconded by Governor Markey. The Motion passed unanimously. This Resolution is included in the Board's meeting materials.

#### *Debt Capacity Presentation*

Nick Taylor presented the Debt Capacity Presentation for North Slope Advisors. He reviewed the existing debt portfolio and noted that CSU does not manage its portfolio to achieve a specific rating. He reviewed the debt service skyline. He also discussed the "scoop and toss" arrangement, which previously was advantageous because of low interest rates, whereas there are challenges of borrowing similarly now that interest rates are higher. Mr. Taylor then discussed potential debt obligations for the Veterinary Medicine Complex, which will primarily be funded through philanthropy, and student housing. Chancellor Frank reviewed other areas of potential obligation. The Board discussed interest rate differences if a credit rating downgrade occurs. Governor Fischer asked if there was a three-year horizon included in the analysis. Also, Chair Fischer requested a creative look at revenue generation opportunities which could be applied to compensation for the December meeting.

#### *Government Affairs Report*

Henry Sobanet, Gavin Clingham and Lindsay Videnieks provided the Government Affairs report. EVC Sobanet reported on the ongoing development of the Colorado Department of Higher Education Strategic Plan. Chancellor Frank reviewed legislative relations process and the rare occasions when the Board takes positions on issues, such as DACA. Governor Easley noted that there is a bipartisan trend of beating up on

higher education and suggested we undertake more creative ways to discuss Higher Education's Return on Investment and the low state investment in its colleges and universities. He also noted that black students may take on more debt than white students; he said he suspects we're doing a better job than the national average but we should talk about it more widely. Chancellor Frank thanked Governor Easley and said there are a lot of people in the Legislature who do understand the value proposition; he also emphasized the importance of other people outside of chancellors and CFOs, such as the Colorado Trustee Network, advocating for higher education funding at the statehouse. Chair Jordan also discussed the importance of advocating for higher education in all areas, not just funding.

Gavin Clingham and Lindsay Videnieks from Woodberry Associates reported on federal affairs. Mr. Clingham discussed the Biden administration's higher education priorities (access, affordability, and opportunity); student loan forgiveness; the pending continuing resolution on federal budget; and specific issues they are pursuing for CSU Pueblo and Fort Collins. He then discussed pending competitive opportunities focused on climate and energy in which CSU and Colorado will be participating, as well as One Health and the Farm Bill. Chancellor Frank thanked Gavin and Lindsay for their great work and ongoing collaboration.

### **EXECUTIVE SESSION**

**Motion/Action:** Governor Jordan moved for the Board to go into Executive Session of the Board of Governors for the reasons listed in the meeting notice. The Motion was seconded by Governor Easley and carried unanimously. General Counsel Johnson read the Board into Executive Session at 11:17 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 public notice, the Board has Moved to go into Executive Session under C.R.S. § 24-6-402 (3) (a) (II), and C.R.S. § 24-6-402 (3) (a) (VII) for matters concerning trade secrets, privileged information, and confidential commercial, financial data furnished by or obtained from any person, including confidential information pertaining to the CSU System Foundation, and to receive specific legal advice about the First Amendment and free speech, the Board's fiduciary duties with respect to retirement investment plans, as well as questions regarding the meeting topics referenced in this public notice and the meeting agenda, and to receive the Litigation Report from General Counsel related to pending and imminent litigation, as well as specific claims or grievances.

Following a Motion, second, and unanimous vote to leave Executive, the Board reconvened in open session at 12:15 p.m.

### **APPROVAL OF CONSENT AGENDA**

**Motion/Action to Approve Consent Agenda:** General Counsel Johnson presented the Consent Agenda to the Board of Governors for approval, with a clarification. The Consent Agenda was updated to include a modification to Board Policy 207, which provides that proceeds from the Endowment Land Income Fund may be used to support programs that benefit members of federally-recognized or state-recognized Native American Tribes. Governor Markey moved for approval of the Consent Agenda. Governor Baca seconded the Motion, and the Motion carried unanimously.

### 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  
Updated BOG Policy 122 – Board Appointment  
Updated BOG Policy 207

Colorado State University

Graduate Certificates in Aerospace: Satellites, Radars and Remote Sensing; Hydraulic Design; and Arts Management

Approval of Degree Candidates

Program Review Schedule

Colorado State University Pueblo

Approval of Degree Candidates

Colorado State University Global Campus

Graduate Certificate in Digital Health Technology

Approval of Degree Candidates

The Board paused for lunch at 12:20 p.m. and the meeting resumed at 12:35 p.m.

### **CSU-PUEBLO REPORTS**

#### **Student Report – Presented by Mikayla Lerch**

Governor Lerch shared her excitement over recent activities on campus, particularly in student engagement. Attendance at student events has been very strong. She explained that they had HSI Week and another set of DEI presentations/discussion the following week that identified student needs: making college accessible and affordable and appealing to families; a discover day for bilingual students; enhanced student employment activities. Students have expressed that their parents are much more comfortable once they know there are Spanish-language resources and support available. She also noted that they are looking at how to better support students transportation needs, including possibly purchasing a van. Lastly she shared that Homecoming festivities were a big success.

#### **Faculty Report – Presented by MD Islam**

Governor Islam thanked President Mottet for his support. He reported on facilities updates, campus events to celebrate employees, and a press announcement about the new Transportation Technology Institute. Dr. Islam will be the director. He also discussed ongoing concerns about faculty dissatisfaction and retention and impact on programs with high turnover.

#### **President’s report – Presented by Tim Mottet**

President Mottet highlighted the work of the campus in 6 areas: Fall semester start and the importance of the partnership with faculty/staff; community engagement, which has been an intense effort the last seven weeks including Pride, State Fair, parades, Fiesta Day, fall sports, Homecoming and Family Weekend, a gubernatorial debate, Admissions activities, friends and scholars events, and ongoing athlete community service; enrollment, including the first increase in new students under his presidency; leadership transitions, including a new dean of the graduate school and a new dean of student success, departure of his Chief of Staff; operations and advancement, including remodeling of the tech building and a fire in the general classroom building; and grant activity. Governor Markey asked whether there is support at the System level for grant writing.

### **CSU GLOBAL REPORTS**

#### **Student Report – Presented by Paige Martinez**

Governor Martinez reported on the implementation of the Student Advisory Council to discuss how to improve the student experience. They have held two meetings so far and students have expressed interest in more hands-on experiences. Students are also interested in post-graduate certificates. Participation has been

strong. Governor Martinez also shared information she has gathered on why students are choosing Global, including a perspective that the strength of the Global community has encouraged students to persist post-pandemic. She also reported that both Pueblo and Fort Collins are doing CSU Global days at their football games.

**Faculty Report – Presented by Jennifer Davis**

Governor Davis reported that Forbes listed CSU Global as one of the best online college options. She also reported on employee appreciation activities, including Coffee with a Co-Worker, blogs, and a Virtual Book Club.

**President’s Report – Presented by Pam Toney**

President Toney discussed work on enrollment and options, as well as the strategic plan. She highlighted enrollment progress – 74% to goal for Q1; student registered credits are 86% to goal, which is where they want to be; and steady enrollment with the Amazon partnership. She introduced VP for Strategic Engagement Sandra Jones who discussed efforts around brand awareness and marketing. They will be working to tell the CSU Global story through the experiences of students. Also, a new commercial will debut in the Denver market on Christmas Day. The campaign will also include an outdoor campaign in key markets statewide and holiday season displays at the Denver airport. They expect to exceed 100 million impressions nationwide, along with doubling impact in earned media. Global has seen a 145% increase in audience in social media activity across all platforms. She thanked the Board for its investment in the campaign.

**Periodic Review of CSU’s Defined Contribution Retirement Plan**

In accordance with state law, the Board meeting materials included detailed information about the Periodic Review of CSU’s Defined Contribution Retirement Plan, and these materials were provided to every member of the Board of Governors.

With no further business, the meeting was adjourned at 1:30 p.m.

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

**CSU PRESIDENTIAL SEARCH ADVISORY COMMITTEE  
MEETING MINUTES**

**Virtual Meeting by Zoom  
August 15, 2022**

**ATTENDANCE**

**Search Advisory Committee Members Present:** Armando Valdez, Search Chair; Reham Abdunabi, Political Science, student; Brett Anderson, alumni/donor, admin pro; Stacey Baumgarn, CSU Facilities, state classified staff; Albert Bimper, Ethnic Studies, Athletics, Alumnus, Associate Vice Provost and Associate Dean College of Liberal Arts, interim Chief of Staff; Don Brown, former Colorado Commissioner of Agriculture, alumni/donor; Carla Dore, Workplace Resource, alumni/donor; Nate Easley, Board of Governors; Paula Edwards, alumni/donor; John Fischer, Board of Governors; Sonia Kreidenweis, Atmospheric Science, University Distinguished Professor, interim Dean of the Graduate School; Betsy Markey, Board of Governors; John Moore, Ecosystem Science and Sustainability, faculty; Andrew Norton, Agriculture Biology; faculty representative to the Board of Governors; Erik Olson, alumni/donor; Kathay Rennels, Interim VP for Engagement and Extension; Jimena Sagas, University Libraries, faculty; Ivan Caro Terrazas, graduate student in Physics; Toni-Lee Viney, Mechanical Engineering, APC; Diana Wall, School of Global Environmental Sustainability; University Distinguished Professor, faculty; Lise Youngblade, Dean, College of Health and Human Sciences; Alisha Zmuda, Classified Personnel Council;

**Search Advisory Committee Members Absent:** Sarah Olson; Olivia Arnold; Polly Baca; Bill Hammerich Rob Long; Todd Marksberry; Marcus Zacarias

**Staff, Administrators, Leadership and Search Firm Members Present:** Tony Frank, Chancellor; Jason Johnson, General Counsel; Kim Jordan, Chair, Board of Governors; Melanie Geary, Board Liaison; Jack McGrew, Parker Executive Search; Laurie Wilder, Parker Executive Search; and Porsha Williams, Parker Executive Search

**CALL TO ORDER**

Chair Valdez welcomed the committee and called the meeting to order at 1:03 p.m.

Chair Valdez asked General Counsel Jason Johnson to discuss the confidentiality of the search. Mr. Johnson talked about the search guidelines and the legal obligations applicable to the Search Advisory Committee under the Colorado Open Meetings Law and the Colorado Open Records Act, and highlighted the need for confidentiality, as set forth in the Confidentiality Agreement.

Chair of the Board of Governors Kim Jordan then provided the official Charge to the Committee. The Presidential Search Advisory Committee is charged with seeking input from the broader community through a survey and set of listening sessions; finalizing the formal job description, as well as the deadline for applications; establishing requirements for applicants, selection procedures, and the time frame for reviewing and accepting applications; reviewing all

applications and identifying a set of approximately eight candidates for interviews. After identifying and interviewing those applicants, the Search Advisory Committee will recommend up to three qualified candidates for the Board of Governors to consider as the hiring authority.

Accordingly, the Search Advisory Committee has the following duties and goals:

- Seek broad, inclusive input from Colorado State University's internal and external stakeholders regarding qualifications, experience, and leadership characteristics desired in potential candidates;
- Provide input to the search firm selected by the Board of Governors in the development of a candidate profile and leadership statement to be used in a national search that results in a highly qualified, competitive, and diverse candidate pool;
- Ensure the search firm conducts deliberate outreach to candidates of diverse perspective, experiences, and backgrounds for the presidency.
- Conduct the process of soliciting and evaluating applications as described above, including finalizing the job description; reviewing all applications; and designing and conducting an interview and evaluation process that concludes with the recommendation of qualified candidates for the Board's consideration;
- Consider all recommended applicants in an unbiased and objective fashion and in compliance with applicable state and federal laws;
- Maintain appropriate communication standards regarding the search and the candidates;
- Participate actively in the search process, including attending meetings and performing all duties of a Search Advisory Committee member;
- Maintain the confidentiality of the applicants and their materials, as required by law, and as set forth in the Confidentiality Statement;
- Recommend (unranked) a group of qualified candidates to be considered by the Board of Governors. The Board of Governors will make the final selection, including the naming of any finalist or finalists, in consultation with the Chancellor.

The Search Advisory Committee members agreed to abide by the laws of the State of Colorado in the performance of their duties.

Chair Valdez then asked the committee members to introduce themselves and the committee members gave their brief introductions.

Laurie Wilder talked about the search process and the support that Parker Executive Search will provide to the Search Advisory Committee. Ms. Wilder also generally described some of the other national searches that are ongoing at other universities. Ms. Wilder discussed the timeline and process for the search, as well as the process to develop the job description. When the job description is finalized, it will start the active search process. In addition, Ms. Wilder



encouraged the Search Advisory Committee members to seek out and provide nominations for the position, as nominations are a critical part of the recruitment process which would occur in September and October. The search will involve looking for a diverse group of candidates with different experience. The Search Advisory Committee and Parker Executive Search will be communicating regularly during the search process. Ms. Wilder also emphasized the importance of confidentiality as we build a quality pool of candidates.

The Search Advisory Committee discussed the key attributes for the next President at CSU, as well as the challenges and unique opportunities at CSU. The attributes that were discussed included the ability to communicate, emotional intelligence, a commitment to staff, and DEI.

The Search Advisory Committee talked about the next steps in the process, beginning with the Listening sessions that will provide an inclusive opportunity to gather campus and community input. They also discussed the survey that was being widely distributed in an effort to gather feedback from constituents. The committee also recommended the addition of Spanish Translation and ASL translation at the listening sessions. The Search Advisory Committee members were thanked for their participation. Chancellor Tony Frank discussed the broad and diverse community of CSU, noting that the committee members all represent multiple constituencies and as a collective group represent the many diverse constituencies of CSU.

The meeting adjourned at approximately 2:02 p.m.

**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
CSU PRESIDENTIAL SEARCH ADVISORY COMMITTEE  
MEETING MINUTES  
Virtual Meeting by Zoom  
September 9, 2022**

**ATTENDANCE**

**Search Advisory Committee Members Present:** Armando Valdez, Search Chair; Reham Abdunabi, Political Science, student; Brett Anderson, alumni/donor, admin pro; Stacey Baumgarn, CSU Facilities, state classified staff; Albert Bimper, Ethnic Studies, Athletics, Alumnus, Associate Vice Provost and Associate Dean College of Liberal Arts, interim Chief of Staff; Carla Dore, Workplace Resource, alumni/donor; Nate Easley, Board of Governors; John Fischer, Board of Governors; Sonia Kreidenweis, Atmospheric Science, University Distinguished Professor, interim Dean of the Graduate School; Betsy Markey, Board of Governors; John Moore, Ecosystem Science and Sustainability, faculty; Andrew Norton, Agriculture Biology; faculty representative to the Board of Governors; Kathay Rennels, Interim VP for Engagement and Extension; Jimena Sagas, University Libraries, faculty; Ivan Caro Terrazas, graduate student in Physics; Toni-Lee Viney, Mechanical Engineering, APC; Diana Wall, School of Global Environmental Sustainability; University Distinguished Professor, faculty; Lise Youngblade, Dean, College of Health and Human Sciences; Alisha Zmuda, Classified Personnel Council; Dora Frias, Director of El Centro; Sarah Olson, International Programs and Administrative Professional Council; Diana Wahl, School of Global Environmental Sustainability; Olivia Arnold, Environmental and Radiological Health Sciences, non-tenure-track faculty; Polly Baca, Board of Governors; Bill Hammerich, Colorado Livestock Association; Marcus Zacarias, Political Science, student; Rob Long, Finance and Real Estate/Business Administration, Student and ASCSU representative to the Board of Governors; Todd Marksberry, CEO, Canvas Credit Union, donor/corporate partner.

**Search Advisory Committee Members Absent:** Erik Olson, alumni/donor; Don Brown, former Colorado Commissioner of Agriculture, alumni/donor.

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

**CALL TO ORDER**

Chair Valdez welcomed the committee and called the meeting to order at 1:00 p.m.

Chair Valdez talked about the goals for the meeting and the committee's focus on developing and finalizing the job description.

Ms. Wilder talked about the feedback from the Search Advisory Committee's listening sessions, particularly the need for the next President to have strengths in communication, engagement with internal and external constituents, as well as outreach with the community. The next leader should also have respect and appreciation for all campus groups and should focus on and have

experience with CSU's land grant and access missions. The feedback from the listening sessions also featured a desire for the next President to engage with students and have operational strengths and understand infrastructure needs and how to improve the university's infrastructure. The next President should exhibit trust and integrity, and value Liberal Arts and STEM and sustainability. In addition, the President should recognize and utilize the talents and strengths of the university. The next President should also have the following skills and experience: engagement with external groups; authentic leadership; effective communication; invest in students; approachability; be a strong leader with vision for CSU and students and build a great team; improve the university's reputation in research; and raise morale and excitement at the university.

The Search Advisory Committee reviewed and discussed the search process, such as the time for posting the job description, the materials on the search website hosted by the university at <https://presidentalsearch.colostate.edu>, the deadline for applications, the selection procedures, the requirements for applicants and the job description, and the process for reviewing applications and identifying a set of candidates for interviews. The committee agreed upon those elements of the search process as published on the search website. The committee reviewed and discussed the job description and recommended additional modifications. The committee approved the process for finalizing the job description and finalized the job description that was posted on the website the following week and was distributed and communicated by Parker Executive Search.

The meeting adjourned at approximately 2:01 p.m.

**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
CSU Presidential Search Advisory Committee  
Meeting Minutes  
Virtual Meeting by Zoom  
October 17, 2022**

**ATTENDANCE**

**Search Advisory Committee Members Present:** Armando Valdez, Chair; Brett Anderson, alumni/donor, admin pro; Olivia Arnold, Environmental and Radiological Health Sciences, non-tenure-track faculty; Polly Baca, Board of Governors; Stacey Baumgarn, CSU Facilities, state classified staff; Albert Bimper, Ethnic Studies, Athletics, Alumnus, Associate Vice Provost and Associate Dean College of Liberal Arts, interim Chief of Staff; Don Brown, former Colorado Commissioner of Agriculture, alumni/donor; Carla Dore, Workplace Resource, alumni/donor; Nate Easley, Board of Governors; Paula Edwards, alumni/donor; John Fischer, Board of Governors; Bill Hammerich, Colorado Livestock Association; Sonia Kreidenweis, Atmospheric Science, University Distinguished Professor, interim Dean of the Graduate School; Faith Largo, Natural Sciences/Biology, student; Rob Long, Finance and Real Estate/Business Administration, Student and ASCSU representative to the Board of Governors; Betsy Markey, Board of Governors; Todd Marksberry, CEO, Canvas Credit Union, donor/corporate partner; John Moore, Ecosystem Science and Sustainability, faculty; Andrew Norton, Agriculture Biology; faculty representative to the Board of Governors; Erik Olson, alumni/donor; Kathay Rennels, Interim VP for Engagement and Extension; Jimena Sagas, University Libraries, faculty; Ivan Caro Terrazas, graduate student in Physics; Laura Thornes, International Programs, administrative professional; Diana Wall, School of Global Environmental Sustainability; University Distinguished Professor, faculty; Lise Youngblade, Dean, College of Health and Human Sciences

**Search Advisory Committee Members Absent:** Reham Abdunabi, Political Science, student; Dora Frias, Director of El Centro; Marcus Zacarias, Political Science, student; Alisha Zmuda, Classified Personnel Council

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

**CALL TO ORDER**

The meeting came to order at 2:03 p.m.

Laurie Wilder began the meeting with an update to the Search Advisory Committee about the search process. She reiterated the strategy thus far and discussed ways the committee will evaluate candidates. Many individuals have committed to the search process by submitting application materials and there are a significant number of individuals who are considering this opportunity or who are strongly considering this opportunity and plan to submit application materials. She noted that some of the top candidates represented a diverse and competitive group.

Ms. Wilder also discussed the market feedback about the position, which has been very positive. Potential candidates noted that CSU is considered a premiere Land-grant with a great reputation and the position is very appealing. Being an Emerging HSI was also appealing to applicants, as well as CSU's research and Ag Sciences strengths were also areas that are appealing to the candidates, along with the many pockets of excellence across the institution. Individuals are impressed with the positive trajectory of Colorado State University. Ms. Wilder further noted there was a lot of respect for Chancellor Frank and his leadership.

The Search Advisory Committee and Ms. Wilder talked about the market feedback and generally about the candidates. Ms. Wilder also described the next steps in the process and emphasized the confidentiality of candidate information noting that confidentiality is helping with the caliber of the candidate pool. Ms. Wilder emphasized the importance of the nomination process and encouraged search committee members to contact her with any questions.

Ms. Wilder further discussed the rubric to evaluate candidates and the process to identify candidates to interview. The Committee and Ms. Wilder then discussed formulation of the interview questions for the airport interviews. Ms. Wilder noted the Committee would have access to candidate material on October 27th.

The next meeting will be November 1, 2022, virtually on Zoom. The Search Advisory Committee members were thanked for their time and participation in the search process.

The meeting adjourned at approximately 3:01 p.m.

**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
CSU Presidential Search Advisory Committee  
Meeting Minutes  
Virtual Meeting by Zoom  
November 1, 2022**

**ATTENDANCE**

**Search Advisory Committee Members Present:** Armando Valdez, Chair; Brett Anderson, alumni/donor, admin pro; Polly Baca, Board of Governors; Stacey Baumgarn, CSU Facilities, state classified staff; Albert Bimper, Ethnic Studies, Athletics, Alumnus, Associate Vice Provost and Associate Dean College of Liberal Arts, interim Chief of Staff; Don Brown, former Colorado Commissioner of Agriculture, alumni/donor; Carla Dore, Workplace Resource, alumni/donor; Nate Easley, Board of Governors; Paula Edwards, alumni/donor; John Fischer, Board of Governors; Bill Hammerich, Colorado Livestock Association; Sonia Kreidenweis, Atmospheric Science, University Distinguished Professor, interim Dean of the Graduate School; Rob Long, Finance and Real Estate/Business Administration, Student and ASCSU representative to the Board of Governors; Betsy Markey, Board of Governors; Todd Marksberry, CEO, Canvas Credit Union, donor/corporate partner; John Moore, Ecosystem Science and Sustainability, faculty; Andrew Norton, Agriculture Biology; faculty representative to the Board of Governors; Erik Olson, alumni/donor; Kathay Rennels, Interim VP for Engagement and Extension; Jimena Sagas, University Libraries, faculty; Ivan Caro Terrazas, graduate student in Physics; Laura Thornes, International Programs, administrative professional; Toni-Lee Viney, Mechanical Engineering, APC; Diana Wall, School of Global Environmental Sustainability; University Distinguished Professor, faculty; Lise Youngblade, Dean, College of Health and Human Sciences; Marcus Zacarias, Political Science, student; Alisha Zmuda, Classified Personnel Council

**Search Advisory Committee Members Absent:** Reham Abdunabi, Political Science, student; Olivia Arnold, Environmental and Radiological Health Sciences, non-tenure-track faculty; Dora Frias, Director of El Centro; Faith Largo, Natural Sciences/Biology, student.

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

**CALL TO ORDER**

Chair Valdez welcomed everyone and called the meeting to order at 9:01 a.m.

Polly Baca MOVED to go into Executive Session and that Motion was seconded by Nate Easley. The Search Advisory Committee unanimously voted to approve the Motion and go into Executive Session at 9:03 a.m.

General Counsel Johnson read the Search Advisory Committee into Executive Session for those reasons stated in the public notice, and specifically for the purposes of discussing confidential applicant information and to receive legal advice on specific questions about the search from the committee, which is confidential under C.R.S. § 24-6-402(3)(a)(II), 3(a)(II), 3(a)(III), 3(a)(VII) and (3.5).

Following a Motion, second, and vote, the Search Advisory Committee came out of Execution Session at 11:49 a.m.

General Counsel then read the following Motion for the committee: Moved, to invite those qualified candidates, as identified in executive session, for in-person interviews with the committee as part of the next step in the search process. Lise Youngblade MOVED to approve that Motion, which was seconded by Rob Long. The Motion passed unanimously.

With no further business the meeting adjourned at 11:51 a.m.

**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
CSU Presidential Search Advisory Committee  
Meeting Minutes  
Westin Denver International Airport  
8300 Pena Boulevard, Denver, Colorado 80249  
November 9 and 10, 2022**

**ATTENDANCE**

**Search Advisory Committee Members Present:** Armando Valdez, Chair; Brett Anderson, alumni/donor, admin pro (virtually); Polly Baca, Board of Governors; Stacey Baumgarn, CSU Facilities, state classified staff; Albert Bimper, Ethnic Studies, Athletics, Alumnus, Associate Vice Provost and Associate Dean College of Liberal Arts, interim Chief of Staff; Don Brown, former Colorado Commissioner of Agriculture, alumni/donor; Carla Dore, Workplace Resource, alumni/donor; Nate Easley, Board of Governors; Paula Edwards, alumni/donor; John Fischer, Board of Governors; Bill Hammerich, Colorado Livestock Association; Sonia Kreidenweis, Atmospheric Science, University Distinguished Professor, interim Dean of the Graduate School; Rob Long, Finance and Real Estate/Business Administration, Student and ASCSU representative to the Board of Governors; Betsy Markey, Board of Governors; Todd Marksberry, CEO, Canvas Credit Union, donor/corporate partner; John Moore, Ecosystem Science and Sustainability, faculty; Andrew Norton, Agriculture Biology; faculty representative to the Board of Governors; Erik Olson, alumni/donor; Kathay Rennels, Interim VP for Engagement and Extension; Jimena Sagas, University Libraries, faculty; Ivan Caro Terrazas, graduate student in Physics; Laura Thornes, International Programs, administrative professional; Toni-Lee Viney, Mechanical Engineering, APC; Diana Wall, School of Global Environmental Sustainability; University Distinguished Professor, faculty; Lise Youngblade, Dean, College of Health and Human Sciences; Marcus Zacarias, Political Science, student; Alisha Zmuda, Classified Personnel Council; Reham Abdunabi, Political Science, student; Olivia Arnold, Environmental and Radiological Health Sciences, non-tenure-track faculty; Dora Frias, Director of El Centro; Faith Largo, Natural Sciences/Biology, student.

**Search Advisory Committee Members Absent:** None.

**Administrators, Staff and Search Firm Members Present:** Tony Frank, Chancellor (on November 9); Jason Johnson, General Counsel; Melanie Geary, Board Liaison; Wayne Hall, IT; Porsha Williams, Parker Executive Search; and Xavier Harper, Parker Executive Search

**CALL TO ORDER**

Chair Valdez welcomed everyone and called the meeting to order at 7:44 a.m. on November 9, 2022.

Polly Baca MOVED to go into Executive Session and that Motion was seconded. The Search Advisory Committee unanimously voted to approve the Motion and go into Executive Session at 7:47 a.m.



General Counsel Johnson read the Search Advisory Committee into Executive Session for those reasons stated in the public notice, and specifically for the purposes of receiving, reviewing, and discussing confidential applicant information and to receive legal advice on specific questions about the search process from the committee, which is confidential under C.R.S. § 24-6-402(3)(a)(II), 3(a)(II), 3(a)(III), 3(a)(VII) and (3.5).

The Search Advisory Committee, while still in Executive Session, paused for the day at 6:47 p.m.

On November 10, 2022, the Search Advisory Committee continued its meeting in Executive Session at 7:55 a.m.

Following a Motion, second, and vote, the Search Advisory Committee came out of Execution Session at 6:45 p.m.

General Counsel then read the following Motion: Moved, to invite those qualified candidates, as identified in Executive Session, for in-person interviews with the Board of Governors as part of the next step in the search process and in completion of the Search Advisory Committee's charge from the Board of Governors. Polly Baca moved to approve that Motion, which was seconded by Dr. Nate Easley. Following a discussion and Chair Valdez thanking the Search Advisory Committee members for their hard work, the Motion passed unanimously.

With no further business the meeting adjourned at 6:47 p.m.

**THE BOARD OF GOVERNORS OF THE  
COLORADO STATE UNIVERSITY SYSTEM  
CSU Presidential Search Advisory Committee  
Listening Sessions Meeting Minutes**

**Monday, August 22, 2022**

Virtual Meeting – Listening Session from 2:00 p.m. until 3:00 p.m.

**Tuesday, August 23, 2022**

Virtual Meeting – Listening Session from 10:00 a.m. until 11:00 a.m.

**Thursday, August 25, 2022**

In Person Meeting – Listening Session from 2:00 p.m. until 3:00 p.m.

Lory Student Center, Ballroom A

Colorado State University

1101 Center Avenue Mall

Fort Collins, CO 80521

**Friday, August 26, 2022**

In Person Meeting – Listening Session from 10:00 a.m. until 11:00 a.m.

Lory Student Center, Ballroom A

Colorado State University

1101 Center Avenue Mall

Fort Collins, CO 80521

**Friday, August 26, 2022**

In Person Meeting – Listening Session from 11:30 a.m. until 12:30 p.m.

Lory Student Center, Ballroom A

Colorado State University

1101 Center Avenue Mall

Fort Collins, CO 80521

**Wednesday, August 31, 2022**

Virtual Meeting – Listening Sessions from 1:00 p.m. until 2:00 p.m. and then from 2:30 p.m. until 3:30 p.m.

**Thursday, September 1, 2022**

In Person Meeting – Listening Session from 1:00 p.m. until 2:00 p.m.

Durrell Center, Middle Conference Room B (ground floor)

Colorado State University

950 W. Plum Street  
Fort Collins, CO 80521

## **ATTENDANCE**

The Search Advisory Committee members attended the Listening Sessions both in-person and virtually, and there was strong community and university attendance and participation at these sessions. The Search Advisory Committee Members are listed below, along with the CSU Staff members and Parker Executive Search members.

**Search Advisory Committee Members Present:** Armando Valdez, Search Chair; Reham Abdunabi, Political Science, student; Brett Anderson, alumni/donor, admin pro; Stacey Baumgarn, CSU Facilities, state classified staff; Albert Bimper, Ethnic Studies, Athletics, Alumnus, Associate Vice Provost and Associate Dean College of Liberal Arts, interim Chief of Staff; Carla Dore, Workplace Resource, alumni/donor; Nate Easley, Board of Governors; John Fischer, Board of Governors; Sonia Kreidenweis, Atmospheric Science, University Distinguished Professor, interim Dean of the Graduate School; Betsy Markey, Board of Governors; John Moore, Ecosystem Science and Sustainability, faculty; Andrew Norton, Agriculture Biology; faculty representative to the Board of Governors; Kathay Rennels, Interim VP for Engagement and Extension; Jimena Sagas, University Libraries, faculty; Ivan Caro Terrazas, graduate student in Physics; Toni-Lee Viney, Mechanical Engineering, APC; Diana Wall, School of Global Environmental Sustainability; University Distinguished Professor, faculty; Lise Youngblade, Dean, College of Health and Human Sciences; Alisha Zmuda, Classified Personnel Council; Dora Frias, Director of El Centro; Sarah Olson, International Programs and Administrative Professional Council; Diana Wahl, School of Global Environmental Sustainability; Olivia Arnold, Environmental and Radiological Health Sciences, non-tenure-track faculty; Polly Baca, Board of Governors; Bill Hammerich, Colorado Livestock Association; Marcus Zacarias, Political Science, student; Rob Long, Finance and Real Estate/Business Administration, Student and ASCSU representative to the Board of Governors; Todd Marksberry, CEO, Canvas Credit Union, donor/corporate partner; Erik Olson, alumni/donor; Don Brown, former Colorado Commissioner of Agriculture, alumni/donor.

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

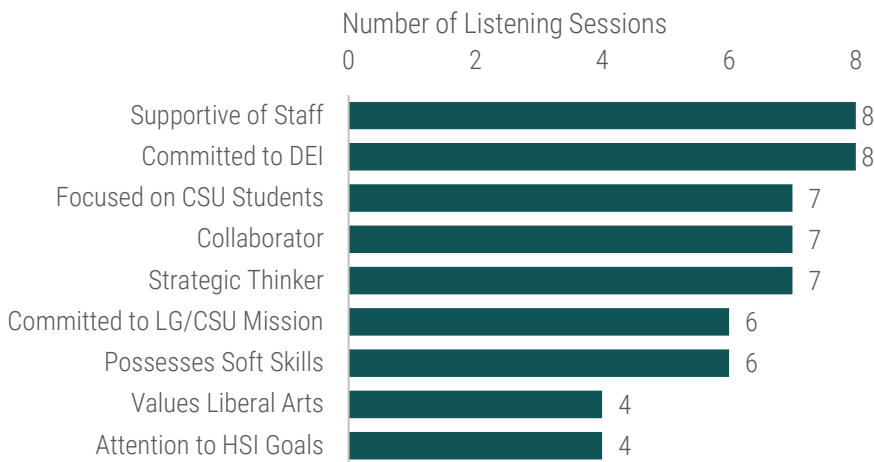
Chair Valdez called each Listening Session to order at the designated start time. After welcoming the Search Advisory Committee members and community and university guests, he opened each meeting up for public comment about what folks would like to see in the next President of Colorado State University. The comments from university and community members have been summarized and that summary is included as part of these Listening

Sessions. The survey results about the CSU Presidential Search are also included. The Search Advisory Committee took no formal actions during the Listening Sessions. Each Listening Session ended on or before the stated end time.

# Listening Session Feedback Results

Colorado State University | 2022 Presidential Search | October 17, 2022

## What are the Desired Characteristics of a New President?



“As an alum, as someone who works here, someone who’s committed to Colorado State University, [I am] looking for someone who understands the complexity of diversity, equity, inclusion in the Rocky Mountain southwest. So context matters, and our context matters.”

Listening Session Participant

## Stakeholders would like a new president that is...



### Supportive of Staff | 8/8

- All staff (including NTTF, state classified, non-teaching/research staff, staff across all campuses)
- Committed to solving workload, retention, morale, and HR issues
- Values employee contributions and feedback



### Committed to DEI | 8/8

- Values students and staff from minoritized groups
- Committed to language inclusion and justice
- Supports students and faculty/staff with disabilities
- Values a diverse staff and faculty
- Values diversity of ideas



### Focused on Students | 7/8

- All students (graduate, undergraduate, online, and international)
- Approachable and visible
- Committed to easing burden on students



### A Collaborator | 7/8

- With the surrounding community, others in the state, faculty/staff, global community
- Foster collaboration between departments
- Transparent with decision-making



### A Strategic thinker | 7/8

- Strong decision-maker
- Strategic with funding priorities/opportunities



### Committed to Land Grant Mission and CSU Traditions | 6/8

- Committed to rebuilding relationship with rural Colorado
- Values history and relevance of agriculture



### Has Soft Skills | 6/8

- Good Communicator
- Approachable
- Trustworthy
- Unifying



### Values Liberal Arts | 4/8

- Recognizes contributions of College of Liberal Arts
- Addresses teaching load impacts on research ability
- Addresses wage disparity among colleges

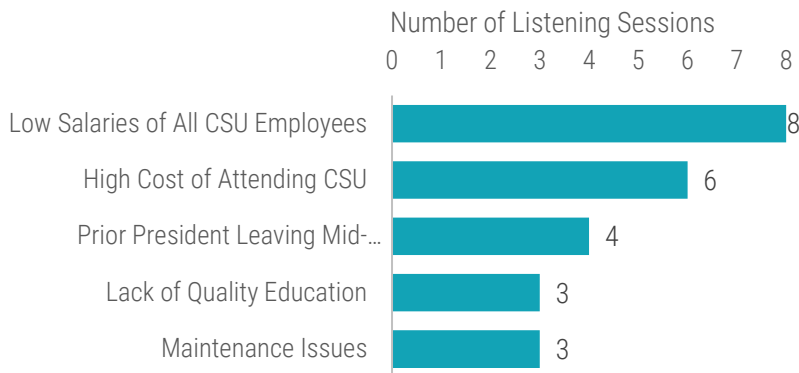


### Focused on Goals of a Hispanic-Serving Institution | 4/8

- Committed to understanding how to recruit, support, and retain Hispanic students



## What are the Current Challenges at CSU for a New President?



“People are leaving higher ed in a record numbers – yes; However, many colleagues I see are leaving CSU for other higher ed institutions. We need a president who will improve salaries.”  
Listening Session Participant

## Stakeholders see the current CSU challenges as...



### Lack of Quality Education | 3/8

- Lack of quality professors and courses
- Lack of student accountability
- Lack of hands-on learning opportunities
- International students not being supported



### Maintenance Issues | 3/8

- Buildings outdated and in disrepair
- Lack of quality facilities impacts students



### Low Salaries for Employees | 8/8

- Low salaries for all CSU employees
- Lack of pay equity for non-tenured track faculty
- Low salaries for State-Classified Employee Salaries



### High Cost of Attending CSU | 6/8

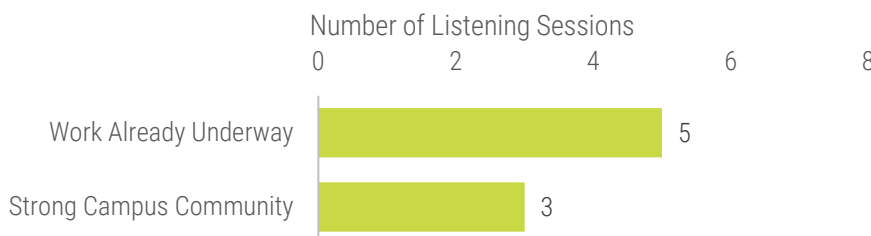
- High tuition
- High campus living costs
- High cost of living in Fort Collins



### Prior President Leaving Mid-Contract | 4/8

- Lack of transparency
- Drag on resources
- Fear of losing momentum on initiatives in progress

## What are Opportunities at CSU for a New President?



“I think CSU punches above its weight, and I think that the folks that are here are amazing from the staff through the faculty and all of the support. Everything we do. It’s really a scrappy, resourceful, effective, great bunch of folks.”

Listening Session Participant

## Stakeholders see the current opportunities at CSU as...



### Work Already Underway | 5/8

- Courageous Strategic Transformation
- CSU’s sustainability goals
- Experiential learning achievements



### Strong Campus Community | 3/8

- High quality staff and faculty
- High quality students



# Presidential Search Listening Session Feedback Report

October 17, 2022

Prepared for:

Armando Valdez  
Search Committee Chair  
Colorado State University System Board of Governors



**INSTITUTE FOR RESEARCH  
IN THE SOCIAL SCIENCES  
COLORADO STATE UNIVERSITY**

Prepared by:

Institute for Research in the Social Sciences

## Introduction

The Presidential Search Advisory Committee (the Committee) conducted eight public listening sessions as part of the Colorado State University Presidential Search. The goal of the eight sessions was to hear from campus stakeholders about what qualities they want to see a new president bring to Colorado State University. Sessions took place from August 22 – August 31, 2022, and were open to the public. Of the eight sessions, four were conducted in-person and four were conducted virtually over Zoom. At the in-person sessions, Spanish-language translation and ASL interpretation were available. The virtual sessions were captioned, and Spanish-language translation was offered. Attendees at the sessions represented Colorado State University faculty, staff, students, and community members.

During the listening sessions, participants shared their comments and questions related to the Presidential Search. This report captures the results of the feedback shared over the course of the eight listening sessions.

## Methods

Of the eight listening sessions, the Committee recorded and transcribed the four in-person sessions as well as the Zoom sessions. The Committee also preserved the Zoom session comments, which were read aloud during the session. Researchers used the session transcripts and notes to qualitatively analyze stakeholder feedback across the eight Presidential Search Listening Sessions using inductive thematic analysis. Researchers captured the frequency of themes across the eight listening sessions. Results of the analysis are found in the sections below.

## Findings

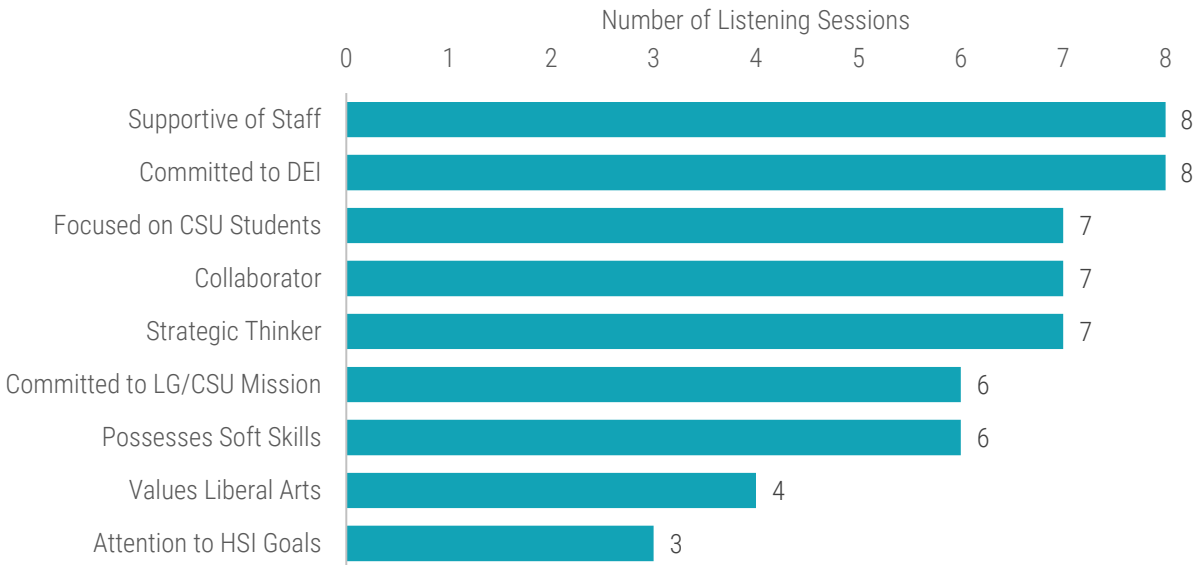
The findings section is broken down into three sub-sections: desired characteristics, challenges, and opportunities at CSU. Across the eight Listening Sessions, the majority of participant contributions pertained to desired characteristics of a new president. Current challenges was the second-most talked about topic among participants, and opportunities at CSU was discussed the least frequently by participants.

### Desired Characteristics

The Committee asked listening session participants to share what types of characteristics they desire in a new president for the University. Participant responses were categorized into nine main themes. The themes and their frequency across the eight focus groups are shown in the table below.



## What are the Desired Characteristics of a New President?



### Supportive of Staff and Faculty

In each of the eight listening sessions, participants said they desire a candidate that is supportive of Colorado State University staff and faculty. Participants spoke of a need for the president to address issues such as workload, retention, and morale among faculty and staff, as well as include these groups in decision-making. Participants specifically identified a need to support state-classified employees, non-tenure track faculty, and staff from communities of color. Participants also highlighted the need to address staffing issues in non-teaching and research units, such as human resources, facilities, and procurement, and to consider staff across all campuses. Finally, participants expressed a desire for a new president to recognize the talent of the current staff and faculty of Colorado State University.

“We have to do as the airlines say, and put the mask on ourselves before we can put it on someone else. And that means really cultivating a place where employees can thrive. And I’m referring to all employees, not just faculty and tenured and non-tenured positions, but the folks who put food on our students’ tables. Who create an experience where students can feel welcome and safe and housed and sheltered. I mean, all of these folks are incredibly important to the backbone of this institution, and I really hope that the new president recognizes that and puts people first.”  
Listening Session 5 Participant

## Committed to Diversity, Equity, and Inclusion

In each of the listening sessions, participants said they would like a president that is committed to diversity, equity, and inclusion (DEI) efforts. Participants noted that they want a president that supports both students and staff from communities historically underserved by the University, and that they desire a president committed to addressing incidents of bias and racism that occur on campus. Participants noted specific groups that they would like to see the new president support in DEI efforts including students and staff with disabilities, students and staff from Indigenous tribal nations, peoples and communities, and students and staff from the LGBTQIA community. Participants also noted the importance of the new president valuing language inclusion and language justice. Participants would also like to see a president that both values and listens to people from minoritized communities, is committed to creating a more diversified staff and faculty, and values a diversity of ideas.

“As an alum, as someone who works here, someone who's committed to Colorado State University, [I am] looking for someone who understands the complexity of diversity, equity, inclusion in the Rocky Mountain southwest. So context matters, and our context matters.”

Listening Session 4 Participant

## Places Focus on CSU Students

In seven of eight of the listening sessions, participants shared that they would like a president that places a focus on the students at CSU. Specifically, participants would like the president to commit to supporting CSU graduate students, students from minoritized backgrounds, online students, undergraduate students that are undecided in their major, and the international student population. Participants would like the new president to consider the students when making decisions and be more visible and approachable for CSU students. Participants would also like the new president to be supportive of students navigating difficult university processes and systems.

“We need a President that not only understands the student experience and values the work of those on the ground with students, but does so outwardly and communicates that to the campus community.”

Listening Session 2 Participant



## Commitment to and Collaboration with the Community

In seven of the eight sessions, participants stressed the importance of the new president being a collaborator that values collaborating with faculty and staff on campus, the surrounding Fort Collins community, with other leaders in the state, and with the global community including internal staff and students. As part of this collaborative mentality, participants hope that a new president will be transparent in decision-making and communicating, and will foster collaboration between different departments and units on campus.

"I suggest that a President that comes in is one that knows how to handle the competing interest of faculty staff and students and other outside stakeholders, such as alumni, politicians, and the greater community, meanwhile also coming in and making the decisions that feel reflective and inclusive of those that they are impacting."

Listening Session 3 Participant

## Strategic Thinker

Participants in seven of the eight listening sessions stressed the importance of a president that is a strategic thinker. This included strong decision-making skills and the ability to strategically approach funding opportunities and priorities.

"[CSU needs] a person who is willing to take a hard look at our division of operations and ways to improve our efficiency and effectiveness, as well as retain staff."

Listening Session 6 Participant

## Committed to Land Grant Mission and CSU Traditions

In six of the eight focus groups, participants identified a need for the new president to show strong commitment to CSU's mission as a Land Grant University and CSU traditions more generally speaking. Participants said they would like to see someone invested in rebuilding the University's relationship with rural Colorado, as well as someone who recognizes the importance of CSU's agricultural history and current academic offerings.

"I'd like to see someone who really understands the mission of Land Grant Universities and serving the public. They should understand extension and be able to support our work around the state as a valuable part of the CSU mission."

Listening Session 6 Participant

## Soft Skills

Participants in six of the eight sessions said they would like a new president to possess certain soft skills including being a good communicator, approachable, trustworthy and a unifying presence on campus.

"[CSU needs] someone who can unite us. We're very divided in many ways and [we need] someone who can unite us."

Listening Session 8 Participant



## Values Liberal Arts

In four of the eight sessions, participants stated a desire for the new president to place value on the College of Liberal Arts (CLA) at CSU and in liberal arts more generally. Participants also said they would like the new president to recognize the ways in which teaching loads in the college impact research abilities of faculty and to address wage disparity between colleges. Participants also discussed concern for the lack of representation from CLA on the search committee.

“We need a President committed to the Liberal arts, a college that serves every single CSU student.”

Listening Session 2 Participant

## Focus on Goals of a Hispanic-Serving Institution

Participants in four of the eight listening sessions discussed CSU’s work toward becoming recognized as a Hispanic-Serving Institution (HSI) and the importance of the new president understanding how to become a successful HSI. Participants would like a president that understands how to both recruit and retain Hispanic students, as well as supports staff that work with these students.

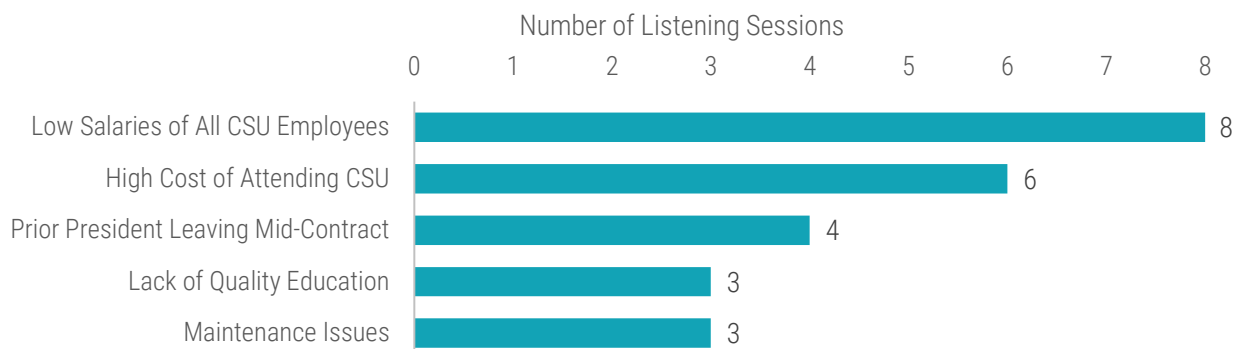
“It’s really important for the President to believe in inclusion and diversity, but also to believe in equity...I also think about how we are working to be a Hispanic-serving institution, and historically we have not seen a lot of work being done to make sure that we get there or that we’re achieving those goals.”

Listening Session 4 Participant

## Challenges

Listening session participants discussed current challenges at CSU that a new president would need to address upon taking on the role of president.

What are the Current Challenges at CSU for a New President?



### Low Salaries of All CSU Employees

In each of the listening sessions, participants identified low salaries of CSU employees as a current challenge at the University. Participants said that salaries of all employees need to be reexamined and in particular, a new president would need to address pay equity issues for non-tenure track faculty and state-classified employees. Participants said that the insufficient salaries at the University cause morale and retention issues among employees.

### High Cost of Attending CSU

In six of the eight sessions, participants said that the high cost of attending CSU is a current challenge at the University. In particular, participants said that high tuition costs, expensive campus-living costs, and the high cost of living in Fort Collins pose a challenge for students at the University.

### Prior president leaving mid-contract

Participants in four of the eight sessions discussed the prior president leaving CSU mid-contract as a challenge that the new president would need to overcome. Participants said there was a loss of trust due to the lack of transparency of why the previous president left. Some participants also discussed the amount of resources lost in replacing a president mid-contract. Participants also discussed the initiatives set by the last administration that are in progress and a desire to see movement on the initiatives continue.

### Lack of Quality Education

In three of the eight sessions, participants discussed a lack of high quality education as a current challenge at CSU. Specifically, participants mentioned the need for more high quality professors and courses and more hands-on learning opportunities for students. Participants also said that lack of support for CSU's international students and a lack of student accountability are challenges that need to be addressed.

"People are leaving higher ed in a record numbers – yes; However, many colleagues I see are leaving CSU for other higher ed institutions. We need a president who will improve salaries."

Listening Session 1 Participant

"We need president who understands that there are many students who do not have their mothers or their fathers paying for their college. And I think it's really important that we need a president who understands what needs to be done in order to drive costs down."

Listening Session 5 Participant

"I think a new president who's coming in is going to have a challenge to feel empowered and have a voice of their own after having the most recent President leave so quickly."

Listening Session 3 Participant

"[CSU needs a] president who is committed to making sure that there's a return on the investment that students make at the university. I think there's a lot of degrees that we offer that there's not a return on that investment currently from a job market perspective."

Listening Session 3 Participant



## Lack of Building Maintenance

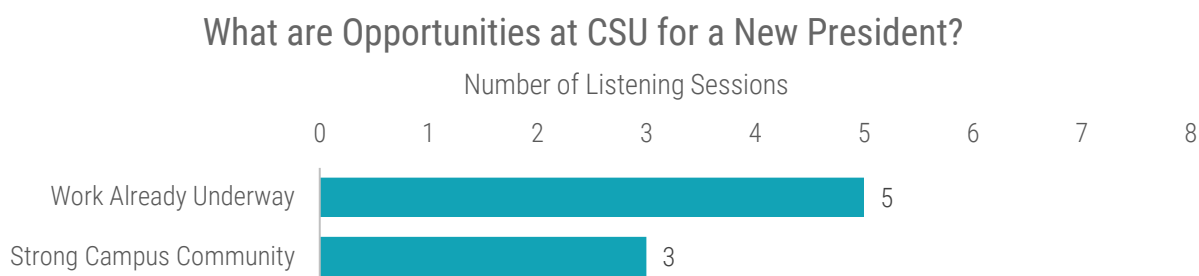
Participants in three of the eight sessions said that a lack of building maintenance is a current problem at CSU. Participants shared that certain buildings on campus feel outdated and in disrepair, for example lacking adequate air-conditioning. Participants noted that these maintenance issues negatively impact students and reflect poorly on Facilities Management staff.

“We need someone who can create a plan for attending to the deferred maintenance of some of our less sexy buildings. My office is dealing with cockroaches, broken windows, ineffective heating and air...smaller departments do not have the funds to attend to these issues, so they go unaddressed.”

Listening Session 6 Participant

## Opportunities

Participants in the listening sessions commented on what they perceive as opportunities at CSU for a new president. Comments in this category were grouped into two themes, as described below.



### Work Already Underway

In five of the eight sessions, participants discussed the great work that is already occurring at the University as an opportunity for the new president to embrace. Specifically, participants noted the Courageous Strategic Transformation, CSU’s sustainability goals, and work done toward experiential learning as areas where CSU has done well.

“There’s a lot of work put into the newly developed strategic plan, and it’s important to honor and respect that work.”

Listening Session 6 Participant

### Strong Campus Community

Participants in three of the eight sessions discussed CSU’s strong campus community as an opportunity for the new president. Specifically, they said that the staff and faculty at CSU are high quality and doing great work on campus. Participants also talked about the quality of students at CSU presenting an opportunity for the new president.

“I think CSU punches above its weight, and I think that the folks that are here are amazing from the staff through the faculty and all of the support. Everything we do. It’s really a scrappy, resourceful, effective, great bunch of folks.”

Listening Session 5 Participant

# CSU Presidential Search Survey

September 6 2022, 3:03 pm MDT

**Q1 - Please indicate if each of the issues below should be prioritized by CSU's next president and if that prioritization should be immediate or more long-term.**

Issue	Not a priority	Long-term priority	Immediate priority	Total
Recruiting and retaining exceptional faculty and staff	33	772	2405	3210
Cost of attendance	107	959	2133	3199
Diversity, inclusion, and social justice	544	925	1747	3216
Environmental sustainability	263	1201	1735	3199
Campus climate	258	1205	1731	3194
Technology infrastructure to support operations, education, and research	155	1324	1680	3159
Strengthening public trust	311	1307	1552	3170
Creating operational efficiencies (HR, procurement, etc.)	364	1311	1472	3147
Relevancy and rigor of academic programs	169	1546	1446	3161
Degree completion	185	1596	1400	3181
Community engagement, especially rural Colorado	350	1537	1279	3166
Research & engaged scholarship in science & technology	217	1692	1252	3161
Research & engaged scholarship in the humanities and social sciences	450	1742	973	3165
Interdisciplinarity	570	1753	800	3123
National reputation and rankings	705	1672	775	3152
Plant & facilities maintenance	381	2016	763	3160
Recruiting exceptional students	480	1925	761	3166
Advancement	539	1839	738	3116
Public-private partnerships	880	1701	569	3150
International collaborations	862	1842	429	3133
Alumni involvement	1153	1579	414	3146

Other issues identified as themes in the comments:

- Student, faculty, and staff mental wellness
- Transparency and accountability
- Curricular quality and relevancy (academic excellence)
- Basic needs of students and staff (housing, food insecurity, cost of living)
- “Stop politicizing” the work of the university
- Compensation (competitiveness & internal equity)
- Focus on the land-grant mission (agriculture, engineering, outreach, community involvement etc.)

**Q2 - Please indicate the importance of each of the personal attributes listed below for CSU's next president.**

Attribute	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Total
Honest	13	9	59	517	2407	3005
Dependable	14	15	142	950	1871	2992
Open-minded	24	56	272	829	1812	2993
Respectful	29	41	266	842	1812	2990
Authentic	29	56	275	887	1747	2994
Collaborative	24	82	444	1005	1430	2985
Compassionate	37	134	538	934	1351	2994
Thoughtful	21	56	440	1148	1319	2984
Intelligent	13	49	462	1210	1263	2997
Resourceful	13	73	522	1251	1112	2971
Motivating	42	190	636	1016	1099	2983
Enthusiastic	41	197	836	1079	824	2977
Decisive	11	103	640	1467	742	2963

Other personal attributes identified as themes in the comments:

- Transparent and accountable
- Effective listener
- Strategic
- Understanding of the west and Colorado specifically
- Balanced perspective
- Communicative
- Equity-minded
- Inclusive
- Politically neutral/unbiased



**Q3 - Please indicate the importance of each of the abilities listed below for CSU's next president.**

Abilities	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Total
Communicate effectively	10	22	172	953	1828	2985
Prioritize competing demands/priorities	12	44	342	1303	1266	2967
Build consensus	36	160	915	1227	624	2962
Engage with individuals OUTSIDE the university	83	368	1082	962	472	2967
Engage with the university community (students/faculty/staff)	15	38	235	1107	1585	2980
Address issues of inclusion, equity, and social justice	253	256	489	652	1337	2987
Understand issues facing public higher education	21	52	247	995	1655	2970
Set and accomplish goals	11	48	289	1353	1259	2960
Align institutional budget(s) with strategic priorities	18	56	420	1240	1232	2966
Engage shared governance processes	47	167	847	1153	723	2937

Other personal abilities identified as themes in the comments:

- Delegate effectively
- Listen effectively
- Be transparent

Additional input summarized:

- Be focused on and articulate about the vision of a land-grant mission
- Have demonstrated leadership experience in the west
- Keep politics out of university leadership
- Be a calculated risk-taker
- Be an advocate for critical thinking and free speech
- Understand the value of graduate students

**Q4- Please indicate the importance of the experiences listed below for CSU's next president.**

Experiences	Not at all important	Slightly important	Moderately important	Very important	Extremely important	Total
Experience with diverse students, faculty, and staff	124	198	513	932	1209	2976
Experience building and leading high-level teams	43	114	521	1107	1147	2932
Experience aligning university budgets and strategic priorities	31	92	517	1258	1054	2952
Leadership experience at a public university	86	205	779	1124	762	2956
Leadership experience at a research-intensive university	87	215	840	1061	753	2956
Experience working with state legislative processes	80	204	831	1139	693	2947
Experience in successfully fundraising in higher education	96	249	901	1050	658	2954
Leadership experience in community engagement	67	238	950	1109	597	2961
Leadership experience at a land grant university	185	343	1037	832	560	2957
Experience building public-private partnerships in higher education	160	380	1021	934	452	2947
Leadership experience at a comprehensive university	84	261	1077	1075	440	2937
Experience with state-wide extension services	141	433	1167	836	368	2945
Experience with Division 1 athletics	857	706	780	389	228	2960

**Q5 - How would you best describe your current affiliation with Colorado State University?**

Affiliation	Percent	Count
Current undergraduate student	28.85%	875
Current graduate or professional student	9.50%	288
Alumni	3.89%	118
Faculty	17.57%	533
AP staff	24.89%	755
Classified staff	6.79%	206
County commissioner	0.53%	16
State representative or senator	0.33%	10
U.S. representative or senator	0.00%	0
City of Fort Collins Council or Chamber of Commerce member	0.16%	5
Donor	1.48%	45
Colorado Department of Higher Education or Colorado Department of Education staff	0.13%	4
Resident of Fort Collins or surrounding area	0.92%	28
Other (please specify):	4.48%	136
Board of Governors	0.46%	14
Total	100%	3033