

BOARD OF GOVERNORS MEETING
May 4-5, 2023
CSU, Translational Medicine (TMI) Building
Grand Event Hall

WEDNESDAY, May 3, 2023

Optional Campus Tours 2:30 p.m. – 4:00 p.m.
4:00 – 4:30 Mary Ontiveros House – Name Designation 4:00 p.m. – 5:00 p.m.
4:45 return to cars and check-in at hotel

Informal dinner – Magnolia House (*social*) 5:30 p.m.

THURSDAY, May 4, 2023

BOARD OF GOVERNORS BREAKFAST – 8:30 a.m.

CONVENE BOARD MEETING – 9:00 a.m.

BOARD MEETING– CALL TO ORDER

NEW BOARD MEMBER’S OATH OF OFFICE

1. BOARD CHAIR’S AGENDA (10 min) (5) 9:00 a.m. – 9:10 a.m.
CSU Excellence in Teaching Award – Dr. Ashley Harvey (6)

2. PUBLIC COMMENT (15 min) (7) 9:10 a.m. – 9:25 a.m.

3. CHANCELLOR’S REPORT (1 hr 10 min) (9) 9:25 a.m. – 10:40 a.m.

- Action on Board Policy updates: 122 Policies and Procedures; 402 Chancellor Policy (13)
- AGB Conference Re-cap
- CSU Spur Update – Jocelyn Hittle (10 min) (17)
- Retreat Follow-up: Campus Collaboration (1 hr)
4 groups

BREAK (5 min)

4. AUDIT AND FINANCE COMMITTEE (2 hr) (25) 10:45 a.m. – 12:40 p.m.
John Fischer, Chair

Audit Items

- Internal Audit Dashboard (28)
- Status of FY 22-23 Audit Plan (29)
- Review of Audit Reports Issued (30)
- Status of Past Due Audit Recommendations (46)

Finance Items

- State Budget Update (53)
- FY 23 3rd Quarter Financial Statements (56)
- Campus Budget Scenarios with Tuition Discussion (65)
- CSU System Treasury Update (70)

Colorado State University System
Board of Governors Meeting Agenda
May 4-5, 2023

➤ Action on the Approval of Amended and Restated 23rd Supplemental (74)

- Composite Financial Index (CFI) Presentation (102)

LUNCH – Shared Governance - Faculty, APC, CPC councils ASCSU (1 hr) 12:45 p.m. – 1:45 p.m.

5. CSU REPORTS (50 min) (111) 1:45 p.m. – 2:35 p.m.

- Student Report – Presented by Rob Long (10 min) (112)
- Faculty Report – Presented by Andrew Norton (10 min) (117)
- President’s Report – Presented by Amy Parsons (30 min) (148)

6. CSU GLOBAL REPORTS (30 min)(164) 2:35 p.m. – 3:05 p.m.

- Student Report – Presented by Paige Martinez (10 min) (165)
- Faculty Report – Presented by Jennifer Davis (10 min) (166)
- President’s Report – Presented by Becky Takeda Tinker (10 min) (168)

BREAK (10 min)

7. CSU-PUEBLO REPORTS (40 min) (177) 3:15 p.m. – 3:50 p.m.

- Student Report – Presented by Mikayla Lerch (10 min) (178)
- Faculty Report – Presented by MD Islam (10 min) (180)
 - Special Faculty Input
 - Dr. Judy Gaughan, Associate Professor of History
 - Dr. Matt Harris, Professor of History
 - Dr. Jonathan Pluskota, Chair & Associate Professor – Department of Media & Entertainment
 - Jennifer Bruton, Assistant Professor of Music, Director of Choral Activities
- President’s report – Presented by Tim Mottet (10 min) (184)

8. ANNUAL PHILANTHROPY REPORT (40 min) (196) 3:50 p.m. – 4:30 p.m.

CSU Pueblo – Donna Souder Hodge, VP Operations and Advancement (15 min) (197)

CSU – Karen Dunbar, Interim VP for Advancement (25 min) (213)

BOARD DINNER – UCA Band room(social) 6:00 p.m.

FRIDAY, May 5, 2023

BOARD OF GOVERNORS BREAKFAST with CSU COACHES AND ATHLETES 8:00 – 9:00 a.m.

RECONVENE BOARD MEETING – 9:00 a.m.

9. ACADEMIC AND STUDENT AFFAIRS COMMITTEE (1hr) (221) 9:00 a.m. – 10:00 a.m.

Dr. Nate Easley, Chair

- New Degree Programs: (223)
 - CSU: Associate of General Studies
 - Major in Livestock Business Management
 - Graduate Certificates:
 - Climate Adaptation and Risk Management
 - Global Supply Chain Management

Colorado State University System
Board of Governors Meeting Agenda
May 4-5, 2023

- Political Economy
- Discontinued Academic Program
- Political Economy

CSU Pueblo:

- Retitle Bachelor of Applied Science in Organizational Leadership
- Faculty Manual Changes (247)
 - Section C.2.1.3.1 Elected Members
 - Section E.10.5 Procedures for Granting Tenure
- CSU System Collaboration (264)
- Provost's Update on Enrollment/Access, Program Development/Pedagogical Initiatives, Top of Mind
 - CSU
 - CSU Pueblo
 - CSU Global Campus

- 10. ANNUAL ALUMNI REPORT (45 min) (279)** 10:00 a.m. – 10:45 a.m.
CSU Pueblo – Donna Souder Hodge, VP Advancement and Operations (15 min) (280)
CSU – Kristi Bohlander, Executive Director, Alumni Association (20 min) (291)
CSU Global – Becky Takeda Tinker, President (10 min)(335)

BREAK (10 min)

- 11. APPROVAL OF CONSENT AGENDA (5 min) (342)** 10:55 a.m. – 11:00 a.m.

Colorado State University System

Minutes of the January 31, 2023 Audit and Finance Committee

Minutes of the February 2-3, 2023 Board and Committee Meetings

Colorado State University

New Academic Programs

- Associate of General Studies
- Major in Livestock Business Management

Graduate Certificates

- Climate Adaptation and Risk Management
- Global Supply Chain Management
- Political Economy

Discontinued Academic Program

- Political Economy

Faculty Manual Changes

- Section C.2.1.3.1 Elected Members
- Section E.10.5 Procedures for Granting Tenure

Colorado State University Pueblo

Retitle Bachelor of Applied Science in Organizational Leadership

- 12. REAL ESTATE AND FACILITIES (45 min) (343)** 11:00 a.m. – 11:45 a.m.

Kenzo Kawanabe – Chair

Executive Session

Open Session

Status of Physical Plant: CSU Pueblo (345), CSU (353)

13. BOARD CHAIR’S FINAL AGENDA (362) 11:45 a.m. – 12:00 p.m.

14. ELECTION OF OFFICERS – Kim Jordan (363)

Informal Lunch with the Honorable Senator Michael Bennett 12:00 p.m. – 12:45 p.m.

15. EXECUTIVE SESSION (45 min) (364) 12:45 a.m. – 1:30 p.m.

16. EVALUATION COMMITTEE (45 min) (365) 1:30 p.m. – 2:15 p.m.
Armando Valdez, Chair

ADJOURN BOARD MEETING 2:15 p.m.

Next Board of Governors Board Meeting: June 7-9, 2023, CSU Spur Campus

APPENDICES

- I. Correspondence (367)
- II. Construction Reports (382)
- III. Higher Ed Readings (395)

Section 1

Board Chair's Agenda

**2023
Excellence in Undergraduate
Teaching Award**



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

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

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

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

The Board believes,

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

**Dr. Ashley Harvey
Associate Professor
Human Development and
Family Studies, CSU**



Dr. Ashley Harvey, associate professor and Director of Undergraduate Academic Affairs in the Department of Human Development and Family Studies (HDFS), is the recipient of this year’s Board of Governors Excellence in Undergraduate Teaching Award.

Over the past 16 years, Dr. Harvey has positively impacted more than 10,000 students both in- and outside the classroom through her innovative curricula and engaging teaching styles. She has taught nearly 31,000 credit hours across 10 courses at all undergraduate levels and has been cited by students as a reason for changing their majors to HDFS. Over the past six years, 25% of graduating HDFS seniors identified her on their exit survey as a positive influence on their college career, consistently making her the most-selected faculty member in the department. She has been regularly praised as a compassionate educator who “truly cares about her students” and “genuinely wants to see them succeed,” tackling difficult subjects in digestible and emotionally supportive ways.

Dr. Harvey exemplifies a growth-oriented mindset, seeking student feedback and regularly attending trainings on inclusive content and practices, improving classroom climate and increasing pedagogical content knowledge. She is frequently sought out by other faculty for advice on curricular issues, the best approaches to classroom situations and general best practices. In her pursuit of innovation, she developed and maintains a Canvas Library for faculty that serves as a comprehensive teaching resource — described as invaluable — with content relating to diversity, equity, inclusion and social justice, rubrics, teaching-related policies, student onboarding tips, student resources and much more.

As the HDFS Director of Undergraduate Academic Affairs, Dr. Harvey seeks to improve not only her own teaching but also the offerings of the department as a whole. She led an effort to assess and incorporate DEISJ content from other disciplines into HDFS offerings, and she assists in bringing grant funding to the department to support student success. She has served as the HDFS outcomes assessment coordinator and a coordinator for ConX, a student network-building program within the five HDFS concentrations. She also helped develop and implement the Human Development and Family Studies’ first online master’s program, to which students were first accepted in Fall 2022.

Thank you, Dr. Harvey, for your dedication to undergraduate learning and student success, and your inspirational excellence in teaching.

Section 2

Public Comment

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Section 3

Chancellor's Report

**COLORADO STATE UNIVERSITY SYSTEM
CHANCELLOR'S REPORT**

May 2023

CSU Systemwide

- The System's Broadband Initiative is progressing, with staff assisting 7-8 rural counties with applications for federal broadband funding. These counties are: Chaffee, Custer, Dolores, Elbert, Huerfano, Montezuma, and possibly Fremont. Our consultant, NEO Connect, hired under an Economic Development Administration grant, has mapped all premises locations in four of those counties in their entirety and is proceeding with mapping the others. Then, the mappings are used to determine separate and individual broadband projects that can be proposed for federal funding through the Colorado Broadband Association. This initiative is moving forward well.
- Roze Hentschell agreed to continue in the role of Interim Chief Academic Officer through the end of the fall semester.
- The CSU System hosted an in-person meeting for all System staff at Spur in February to recognize the hard work that went into the opening of the new campus.
- Chancellor Frank, General Counsel Johnson, and Board of Governors Liaison Melanie Geary attended the AGB Conference in California in April along with Board members Nate Easley and Kenzo Kawanabe.

Campus Updates

- Becky Takeda-Tinker returned as president of CSU Global March 1.
- CSU Pueblo President Timothy Mottet is one of 12 higher-education leaders awarded a Fulbright grant from Commission Franco-Americaine to participate in the U.S. Higher Education Administrators Program to France. He will be in Grenoble and Paris from October 7-18 examining higher education in France and Europe.
- The System hosted a welcome reception for President Parsons at Spur March 15.
- Associate Vice Chancellor Tiana Kennedy and Assistant Vice Chancellor Kate Siegel Shimko have been working with liaisons from across each campus on a civic inventory to understand where leadership Systemwide is currently engaged.
- SVC Sobanet participated on a panel on "Advocacy for Agriculture" for the College of Agricultural Sciences at CSU Spur on March 29.
- AVC Kennedy is coordinating efforts across the CSU System to engage in the Opportunity Now grant process, including involvement in Arapahoe Community College's Careers Collaborative and CSU Pueblo's involvement with the Trinidad State University Emergent Campuses effort. Four proposals have progressed in the grant selection process.
- The quarterly in-person Systemwide Communications team meeting took place May 3 in Fort Collins; thank you to the CSU MarComm team for hosting communicators across the System.
- Interim Chief Academic Officer Hentschell continues to convene campus leaders focused on cross-system collaboration in admissions/enrollment. The working group is focusing on

outlining processes, collaboration, and communication in the areas of cross-application opportunities, a FAFSA campaign, and a direct-admission initiative.

- Interim Chief Academic Officer Hentschell continues to lead conversations with campus leaders focused on cross-system collaboration in student success. The working group is focusing on enhancing data analysis across the system and improving measurements for closing equity gaps.
- Associate Vice Chancellor Jocelyn Hittle; Director of Academic Operations Emily Amedée; Chad Kinney, Interim Provost of CSU Pueblo; and Kauline Cipriani, VP of Inclusive Excellence, CSU Fort Collins, attended the National Association of System Heads (NASH) “Equity Action Collaborative Meeting” in Washington D.C. The System has submitted a grant proposal for a related funding opportunity.

CSU System Government Affairs – Federal

- Chancellor Frank has been actively engaged in a variety of federal outreach efforts within and outside of the Colorado delegation.
- The CSU System is once again joining with Colorado Mesa University and the University of Colorado to host the Colorado Capital Conference in Washington DC June 13-15. The Colorado Capital Conference is a unique opportunity for Colorado residents to interact with the nation's leaders in the U.S. capital. In an ever-changing political environment, the Colorado Capital Conference provides key insights into how the U.S. Government works. The conference is designed to give participants an enhanced understanding of the federal legislative process, as well as how to positively affect public policy. Governor Easley will be attending.
- SVC Sobanet hosted JBC staff for a campus tour at CSU Fort Collins February 10.
- Senator Michael Bennet toured CSU Spur in February with Assistant Vice Chancellor Siegel Shimko, Associate Vice Chancellor Hittle, Senior Vice Chancellor Sobanet, and members of the Denver Water team. The tour was focused on Hydro and Terra.
- Assistant Vice Chancellor for Community Engagement Siegel Shimko assisted in arranging Congressman Joe Neguse’s visit to the Fort Collins campus April 14. He held a listening session regarding the Farm Bill and then met with President Parsons’ Cabinet.

CSU System Government Affairs – State

- System leadership attended confirmation hearings for new Board of Governors member Ray Baker, whose appointment was confirmed by the General Assembly.
- Chancellor Frank and Senior Vice Chancellor Sobanet continue to have regular, targeted outreach with Colorado legislators, with the help of state lobbying team Mike Feeley and Rich Schweigert.
- Interim CAO Hentschell is serving on the “Credentials As You Go” steering committee, assisting the CDHE in designing policies and implementing shorter-term, transcriptable, stand-alone, stackable programs that recognize student achievement, are geared to increasing college access to a wider audience of learners, and support workforce development.

- Senior Vice Chancellor Sobanet continues to serve on the Governor’s Task Force Concerning Tax Policy.
- Assistant Vice Chancellor Siegel Shimko worked with the Fort Collins campus to welcome three Colorado Commission on Higher Education Commissioners and Executive Director Dr. Angie Paccione to the CSU Campus. Their visit focused on student success.
- The Colorado General Assembly recognized CSU Founders Day at the Capitol on February 13.

State and National Partnerships

- The CSU System has partnered with the Arapahoe-Douglas County Small Business Development Center, the Colorado Office of Economic Development and International Trade, and Arapahoe Community College to bring the first Small Business Development Center to Douglas County at the Sturm Collaboration Campus in Castle Rock. Chancellor Frank spoke at the ribbon cutting event April 27.
- SVC Sobanet presented to the Denver Metro Chamber monthly membership meeting March 1.
- Chancellor Frank presented at the American Talent Initiative New Presidents Community meeting in New York in March, and President Parsons attended.
- Interim CAO Hentschell attended the Colorado Rural Leadership Convening, which engages rural K-12 districts with key stakeholders to advance college and career pathways for students.
- AVC Siegel Shimko has been working with the State Department and the Biennial of the Americas on the Cities Summit of the America’s Youth Track. On April 27, Governor Ritter moderated a panel discussion on “Planning for the Future in Water, Climate and Energy” with 100 participants from 18 different countries.
- The implementation of the System’s partnership with College Track is underway.

CSU Spur

- CSU Spur was named the Government Partner of the Year by Denver Public Schools at an awards event April 21. Director of Education Kathryn Venzor, Education Manager Adrienne Sedlak, Education Staff and Volunteer Coordinator Mo Walsh, and AVC Kennedy attended to accept the honor.
- Programs that have recently launched at Spur include the CSU One Water Solutions Institute, the Ag Innovation Center, and the Metro Area Research Center (Ag Experiment Station), and the Semilla Project (College of Ag Sciences).
- Additional programs, including the Encourage Summer Math Program, Summer Music Theater Workshop, and Youth Sports Camps are getting underway for the summer.
- The Backyard is slated to be completed in May, with an opening celebration in conjunction with the June Board of Governors Meeting at Spur.
- Spring field trips are at capacity, and additional self-guided field trip resources are being developed to expand Spur’s ability to host school groups.



CSU SYSTEM

OFFICE OF THE CHANCELLOR

- Spur has hosted a number of events since January, including World Water Day (300 attendees), three Spur Second Saturdays (300-500 attendees), a Salazar Center film screening, a welcome reception for President Parsons, a meeting for OEDIT regarding federal grant opportunities, several CSU faculty and staff retreats and meetings, and a Denver Channel 8 forum for all 21 Denver Mayoral candidates.
- Associate Vice Chancellor Hittle was a speaker at the recent TEDxCSU event in Fort Collins.
- The CSU Spur website will be undergoing updates in the coming months to incorporate more information on the range of programs offered. Visit www.CSUSpur.org to see these updates.
- Follow @CSUSpur for the latest updates; [click here for links to all social accounts](#).

The Board of Governors
of the Colorado State University System
Meeting Date: May 4-5, 2023
Action Item

MATTER FOR ACTION:

Approval of revised Colorado State University System Board of Governors Policies 122 and 402.

RECOMMENDED ACTION:

MOVED, that the Board of Governors of the Colorado State University System hereby approves the following revised Board Policies:

- Policy 122: Policies and Procedures Manual
- Policy 402: Chancellor Policy

EXPLANATION: Presented by Jason L. Johnson, General Counsel, Colorado State University System, and Dr. Tony Frank, Chancellor, Colorado State University System.

From time to time and in accordance with best practices, the Board of Governors updates or amends its Policy and Procedures Manual. The modification to Policy 122 clarifies that Chancellor approval is required before a campus President may offer tenure or an employment agreement to a senior executive officer. Also, the revisions to Policy 402 provides that a program plan must be approved by the Board before any new student fee for capital improvements will be considered, and the institutions are directed to update their annual Campus Fee Plans accordingly.

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

Approved

Denied

Board Secretary

Date

COLORADO STATE UNIVERSITY SYSTEM

Policy and Procedures Manual

SUBJECT: GOVERNANCE

Policy 122: CSUS Board Appointments Policy

Board Policy

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

Employee groups include:

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

Procedures:

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

the Board, as appropriate.

- c. The Chancellor and Presidents maintain annual evaluation and performance assessment processes for all administrative professional personnel for the purpose of performance improvement, salary administration, and renewal of appointments.
- d. The Chancellor informs the Board, and the Presidents inform the Chancellor and the Board, of actual or impending vacancies and searches affecting the senior executive officers of the CSUS or the institutions.

2. Academic Faculty:

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

3. State of Colorado Classified Staff:

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

History: Amended by Board Resolution on May 3, 1995
Amended by Board Resolution on December 2, 2002
Amended by Board Resolution on June 17, 2003
Amended by Board Resolution on March 17, 2004
Amended by Board Resolution on December 4, 2000
Amended by Board Resolution on October 7, 2022
Last amended by Board Resolution on May 4, 2023

COLORADO STATE UNIVERSITY SYSTEM

Policy and Procedures Manual

SUBJECT: STUDENT AFFAIRS

Policy 402: CSUS Board Student Fee Policy

Board Policy

The Board annually reviews and approves student fees and student fee plans developed by the campuses, assuring appropriate student consultation, and reports the plans to the CCHE.

Procedures:

- A. Each campus that has student fees prepares annually an Institutional Plan for Student Fees consistent with pertinent statute and CCHE policies for review and recommendation by the Audit and Finance Committee for the approval by the Board.
- B. Campus Fee Plans must comply with CCHE Policies concerning student fees.
- C. Campus Fee Plans must describe the procedures to assure appropriate student involvement in the assessment of the fees (campus web sites, catalogs, course schedules, etc.).
- D. Campus Fee Plans must provide that any student fees to be used for capital improvements at the campus will only be considered by the Board after a program plan has been adopted by the Board, and when a student facility fee is moved forward for Board consideration a preliminary summary of the anticipated plan of finance must also be included. The Board will not consider a new student facility fee unless a program plan has been previously approved.
- E. The Chancellor reports the approved fee plans to the CCHE in July annually.

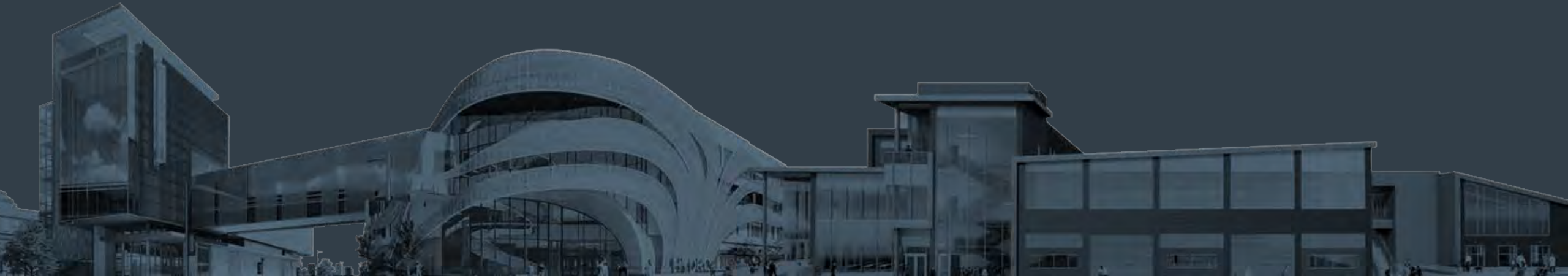
History: Policy and Procedures Manual effective October 4, 2013 by Board Resolution
Amended by Board Resolution on August 2, 2017
Last amended by Board Resolution on May 4, 2023



CSU SPUR

BOARD OF GOVERNORS

May 2023



General Update

- Highlights:
 - Backyard construction continues
 - Arts Advisory Group launched
 - Hired additional educators
 - Western Daughters Kitchen
 - 50,000 attendees to date
- What's coming:
 - Strategic Planning & Evaluation



Education Highlights

- Highlights:
 - About 8000 students and teachers from 250 unique groups
 - Water programs with South Platte samples
 - Almost 2000 volunteer hours from 33 active volunteers
- What's coming:
 - Summer Programs & Camps
 - High School internships
 - Teacher-guided field trips
 - Expanding virtual programs
 - Two additional exhibits on water quality



Events Highlights

- Recent Highlights:
 - Channel 8 Mayoral Candidate Forum,
 - Denver Business Journal "Who's Who in Ag"
 - OEDIT EDA Grant Convening
 - DSST STEM & Creative Showcase

- By the numbers:

	Events	Guests
Jan	29	1855
Feb	44	1395
March	38	1702
April	58	2833

- What's coming:
 - 8th ACT Human Rights Film Festival
 - DPS STEAM Expo
 - Trio Upward Bound Graduation Ceremony
 - Board of Governors and Backyard Opening



Anchor Institution & Community Engagement

- Highlights:
 - World Water Day
 - Over 1,000 attendees for 2nd Saturday's
 - Commissary users for kitchen: local startups!
- What's next:
 - Continued work on family-oriented college app and financial aid classes
 - Continued discussion with 80216 on program requests
 - Co-creation of public events with community partners
 - Evaluation of anchor institution efforts



Communications for CSU Spur

- Highlights
 - 140,000+ impressions monthly, across 6 social media platforms
 - More than 12,000 website visits monthly
 - 4.9 stars on Google, 5 stars on Facebook, 5 stars on Yelp
 - 13 Spur videos produced in past three months
- What's next:
 - CSU Spur website refresh
 - Documentary on ROI on education
 - Wiz Kid educational series



CSU Spur Programs

- Highlights:
 - Preparing for College Track
 - Recommending additional programs for FY24
 - Metro Area Research Center expanded work
 - Agri-voltaics research
 - Innovation work is launching
- What's next:
 - Biology laboratories for 101/102 level
 - Water TAP launch
 - Biomanufacturing lab setup underway
 - Rooftop beehive with Butterfly Pavilion



Questions?



Section 4

Audit and Finance Committee

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

Audit

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

Finance

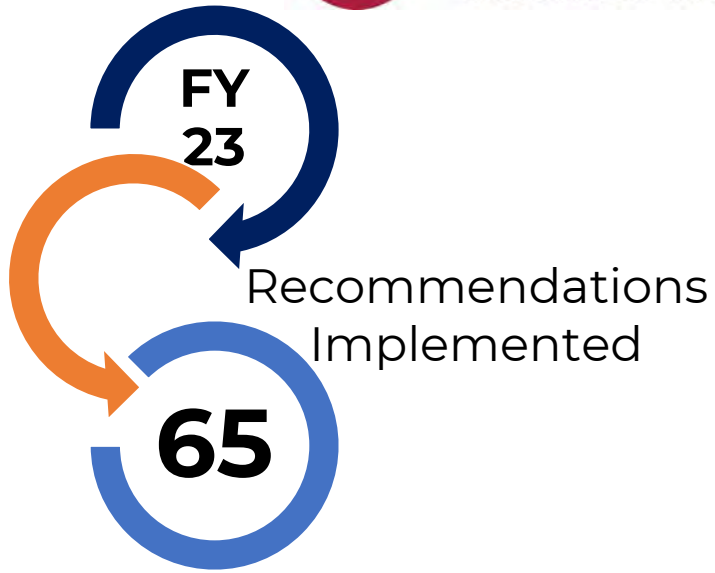
4. State Budget Update
5. FY 2023 3rd Quarter Financial Statements
6. Campus Budget Updates
7. System Treasury
 - a. Treasury Update
 - b. Action – Approval of Amended and Restated 23rd Supplemental Resolution
8. CFI Presentation/Discussion

Internal Audit

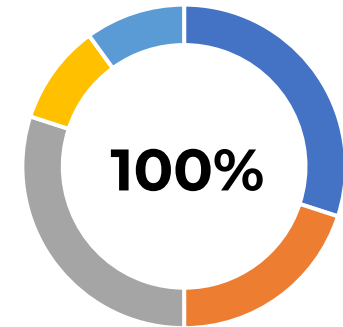




FY23 Dashboard:

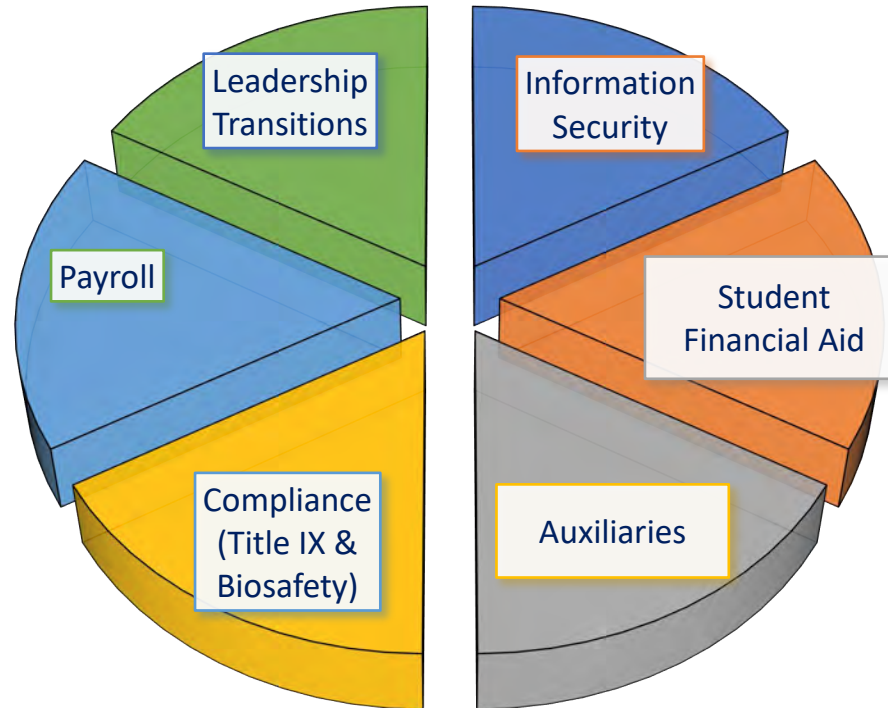


Staff Certifications within four years of hire:



■ CIA ■ CPA ■ CFE ■ CISSP ■ CISA

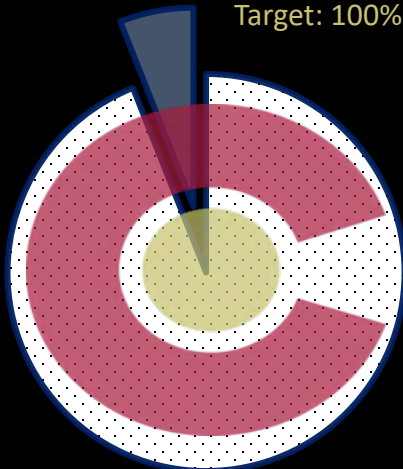
KEY RISK AREAS



AUDIT PLAN PROJECTS INITIATED:

Target: 100% Initiated

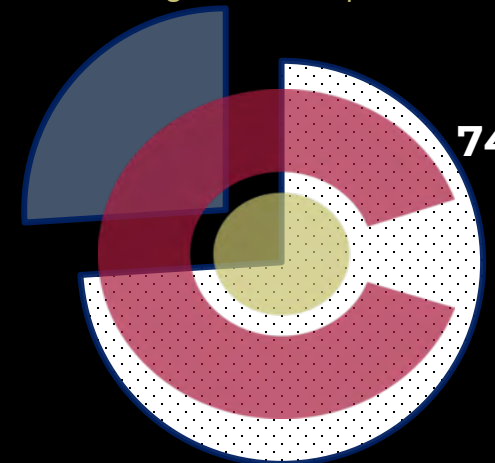
94%



AUDIT PLAN COMPLETED:

Target: 70% Completed

74%





STATUS OF FISCAL YEAR 2023 AUDIT PLAN

Reports Issued		
Institution	Audit Area	Status
CSU	IT Vendor Management Audit	Report 22-13
CSU	Conflict of Interest Audit	Report 22-14
CSU	Attorney Client Privileged Student Accessibility Audit	Report 22-15
CSU	Athletics Compliance Audit	Report 23-01
CSU	Facilities Management Recharge Accounts Audit	Report 23-02
CSUG	Attorney Client Privileged Student Accessibility Audit	Report 23-03
CSUP	Covid Relief Funds Audit	Report 23-04
CSUP	Summer Camps Special Project	Report 23-05
CSUP	Sustainability of High-Risk Recommendations Audit	Report 23-06
CSUP	Institute for Cannabis Research Audit	Report 23-07
CSUG	Student Financial Aid Audit	Report 23-08
CSU	Office for Inclusive Excellence Transition Audit	Report 23-09
CSU	VPUO/CFO Transition Audit	Report 23-10
CSU	Confidential Cybersecurity Risk Management Consultation	Report 23-11
CSUS IA	IIA Quality Assessment Review	Report 23-12

Audits in Progress							
Institution	Audit Area	Timeline					
		Jan	Feb	Mar	Apr	May	Jun
ALL	Annual Risk Assessment	Green	Yellow	Yellow	Yellow	Yellow	Red
CSUP	Athletics Audit		Green	Yellow	Yellow	Yellow	Red
CSUP	Auxiliary Services Audit		Green	Yellow	Yellow	Yellow	Red
CSU	Student Athlete Financial Aid Audit			Green	Yellow	Yellow	Red
CSUG	Payroll Audit			Green	Yellow	Yellow	Red
CSU	Institutional Biosafety Audit				Green	Yellow	Yellow
All	Hotline Investigations/Special Projects	Ongoing					
CSU	Continuous Auditing – Ongoing Evaluation	Ongoing					
All	Management Requests/Informal Consultation	Trainings delivered; informal consult ongoing					
All	Audit Follow-up	Ongoing					

Remaining Audits							
Institution	Audit Area	Timeline					
		Jan	Feb	Mar	Apr	May	Jun
CSU	Housing Management System Consultation					Green	Yellow

Timeline Adjusted Due to Special Project
 Planning
 Fieldwork
 Reporting



Executive Summary

Report

23-07 CSU Pueblo Institute of Cannabis Research Audit
February 28, 2023

Background and Scope

The Institute of Cannabis Research (ICR) was established in June of 2016 with a partnership between Colorado State University Pueblo (CSU Pueblo), the State of Colorado, and Pueblo County. CSU Pueblo’s ICR is the first cannabis research center at a regional, comprehensive institute. The mission for the ICR is “to conduct and fund research related to cannabis and publish the results of the research.” Through House Bill (HB) 19-1311, a Governing Board of the ICR was created. The Governing Board consists of eleven members and their role is to guide the mission and budget of the ICR.

Objectives and Conclusions

Objectives:	Conclusions:
1. Determine if the ICR is in compliance with applicable regulations, policies, and procedures.	We noted compliance with applicable regulations, policies and procedures were generally adequate. One recommendation was noted.
2. Evaluate the internal control environment in place for the ICR.	We noted the internal control environment over ICR is generally adequate but has room for improvement. Two recommendations were noted.

Audit Observations and Risk Level

Issue/Opportunity:	Risk and Impact:	Risk Level:	Management Response:
1) Five of 13 selected travel authorizations and corresponding travel reimbursements had an exception.	Lack of knowledge and non-compliance with travel policy can result in increases of risk with travel expenses that are not appropriate or consistent with organizational goals.	Medium	Agree: All ICR employees will re-take travel training to ensure compliance with policies and procedures. Target date of completion: May 31, 2023
2) Conference revenue was incorrectly reported as revenue instead of unearned revenue. The ICR does not currently have a process to reconcile the conference account. Cash receipts do not have adequate backup documentation and no reconciliations are completed for the revenue that is collected from third party vendors.	This caused overstated revenue in FY2020 and understated revenue in FY2021. There is a risk that registration revenue processed by the vendor is not all received. This can increase the risk for fraud not being detected.	High	Agree: The Director of ICR and Grant Manager will create a standard operating procedure regarding conference registration which will ensure proper revenue recognition and timely reconciliations. Target date of completion: May 31, 2023



<p>3) The ICR does not review or have a process in place to review CORE to KFS reconciliations. High level reconciliations are completed by Fort Collins Financial Reporting and Analysis group.</p>	<p>It is important that the ICR review the reconciliations to verify the funds requested and received are correct, as well as to identify any budgeting questions or concerns.</p>	<p>Medium</p>	<p>Agree: The Director of ICR and BFS Controller will work together to create a review process for CORE reconciliations and will determine who will complete the reviews monthly.</p> <p>Target date of completion: May 31, 2023</p>
<p>A low-risk item was informally brought to management's attention. No response is necessary.</p>	<p>Risk demonstrates lower impact or likelihood manageable by the organization with alternative solutions.</p>	<p>Low</p>	<p>No response is necessary.</p>

Risk Rating	Risk Definition
Critical	Critical priority - severe impact to the reputation of the institution or achievement of its goals and objectives is highly likely. Urgent action should be taken.
High	High priority - high likelihood and/or considerable negative impact to institutional or unit goals and objectives. Timely action should be taken.
Medium	Medium priority - moderate impact and/or likelihood to unit goals and objectives. Action should be taken.
Low	Low priority - minimal adverse impact and/or minimal likelihood of impact to unit goals and objectives. Action should be taken as resources permit.

Susy Serrano – Director of Internal Auditing



Executive Summary

Report

23-08 CSU Global Student Financial Aid Audit
March 13, 2023

Background and Scope

CSU Global is the nation’s first, independent, 100-percent online accredited public university with almost 19,000 students and a focus on the success of working professionals and nontraditional students. CSU Global administers financial aid in the form of Federal Pell Grants, Federal Direct Loans (subsidized and unsubsidized), Federal Parent Plus Loans, and Graduate Plus Loans. During the audit period, CSU Global received \$53,218,658 in reimbursements from the Department of Education for grants and loans made to students. The audit covered CSU Global student financial aid for the period of July 1, 2021, through June 30, 2022.

Objectives and Conclusions

Objectives:	Conclusions:
1. Evaluate the adequacy of CSU Global student financial aid’s system of internal controls over financial aid processes.	The design of internal controls over conflicts of interest, enrollment, Return to Title IV calculations, eligibility, cash management drawdowns, refunds, and uncashed checks appear to be designed adequately. Some control deficiencies were noted as presented below.
2. Determine if CSU Global student financial aid is in compliance with applicable regulations and university policy over student financial aid.	We identified an instance of noncompliance with federal regulations in the area of eligibility verification and made two recommendations to comply with policies, procedures, and regulations.

Audit Observations and Risk Level

Issue/Opportunity:	Risk and Impact:	Risk Level:	Management Response:
1) CSU Global was unable to substantiate that the review and approval process by the Student Financial Aid (SFA) office occurred for Return to Title IV, eligibility verification, drawdowns, refunds, and uncashed checks processes.	During an external audit, the SFA office will be unable to provide documentation that review, and follow-up activities were performed, which would cause audit findings regarding internal controls.	Medium	Agree. CSU Global recognized this deficiency prior to receiving the draft audit report and has already developed and implemented a documented supervisor review and approval process as of February 7, 2023. Target Date of Completion: Implemented
2) We found that in two out of four enrollment certifications filed, the reports were submitted after 15 days of the date of the enrollment file being received from NSLDS due to issues with the NSLDS system.	The noncompliance with the Department of Education requirements could potentially cause issues with receiving drawdowns in the future.	Medium	Agree. CSU Global has created a schedule to monitor and ensure the enrollment files received from NSLDS are reviewed and submitted within 15 days. However, it should be noted that NSLDS has experienced multiple breakdowns and at the present time, users may not be



			<p>able to comply with report responses within the required timeframe. CSU Global will continue to monitor communications from NSLDS.</p> <p>Target Date of Completion: Implemented</p>
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Risk Rating	Risk Definition
Critical	Critical priority - severe impact to the reputation of the institution or achievement of its goals and objectives is highly likely. Urgent action should be taken.
High	High priority - high likelihood and/or considerable negative impact to institutional or unit goals and objectives. Timely action should be taken.
Medium	Medium priority - moderate impact and/or likelihood to unit goals and objectives. Action should be taken.
Low	Low priority - minimal adverse impact and/or minimal likelihood of impact to unit goals and objectives. Action should be taken as resources permit.

Susy Serrano – Director of Internal Auditing



Executive Summary

Report

23-09 CSU Office for Inclusive Excellence Transition Audit
March 20, 2023

Background and Scope

Colorado State University's (CSU) Office for Inclusive Excellence (OIE) was founded in 2010 and went through a reorganization in Fall 2021 to include Student Diversity Program and Services Offices. OIE's mission is to provide leadership, accountability, and education to advance an inclusive university culture that prioritizes equity at individual, organizational, and structural levels. The audit covered financial and operational activities for the period July 1, 2020, through June 30, 2022.

Objectives and Conclusions

Objectives:	Conclusions:
1. Evaluate the governance and key internal controls over financial and operational processes.	We noted that governance and internal controls within OIE were generally adequate.
2. Determine whether University policies and procedures are followed.	We noted compliance with university policies and procedures could be improved. The interim and current OIE Business Officers have also taken steps to help increase compliance with university policies and procedures and are actively working to continue to improve this area.

Audit Observations and Risk Level

Issue/Opportunity:	Risk and Impact:	Risk Level:	Mgt. Response:
1. Conflict of Interest (COI) disclosures were not completed for 55% and 58% of OIE employees in FY 2021 and FY 2022, respectively.	Incomplete COI disclosures increases CSU's risk of undisclosed conflicts of interest, which creates financial risk to the university.	High	Agree. The COI disclosure is a rolling review process which allows reporters to disclose at any time during the year. The OIE Business Manager will create a tracking sheet to track active OIE employees and ensure new employees complete the form within 60 days of hire. The OIE Business Manager will work with departmental AVP's and Directors to ensure disclosures are renewed every 364 days. Target date of completion: December 31, 2023
2. There was non-compliance found in some of the high-risk Procurement Card (PCard) selections reviewed.	Non-compliance with PCard policies could result in loss of PCard privileges for cardholders and creates a financial risk to the university.	Medium	Agree. The OIE Business Manager and other departmental Fiscal Officers will review all PCard transactions to ensure compliance with policies. We will hold regular departmental



			<p>trainings for PCard holders (frequency to be determined) to ensure all new hires receive proper training and any existing employees remain current on policies and procedures. This training will be part of our onboarding process in addition to annual refresher training.</p> <p>Target date of completion: December 31, 2023</p>
<p>3. Auto-approvals were found in 22% of PCard transactions from FY 2021 and FY 2022.</p>	<p>Auto-approvals lead to the use of incorrect object codes and increase the potential for fraud since these transactions have not been reviewed by a Reallocator. This creates a financial risk for the university.</p>	<p>Medium</p>	<p>Agree. The OIE Business Manager and other departmental Fiscal Officers will review all PCard transactions to ensure compliance with policies. We will hold regular departmental trainings for PCard Reallocators (frequency to be determined) to ensure all new hires receive proper training and any existing employees remain current on policies and procedures. In addition to Reallocators, we will ensure that all individuals who are in the Kuali hierarchy for approval are included in these regular trainings to remain current of policies and procedures.</p> <p>Target date of completion: December 31, 2023</p>
<p>4. PCard cycle limits (both the monthly limit and transactions per cycle) are significantly higher than actual PCard usage (on average \$13,755 higher than actual usage).</p>	<p>Unnecessarily high PCard card limits and unnecessary PCards increase the financial risk to the university if the card is used inappropriately by the cardholder or if an outside party compromises the card.</p>	<p>Medium</p>	<p>Agree. The OIE Business Manager is in process of reviewing PCard limits and making recommendations to the OIE leadership team of changes for current levels. The OIE Business Manager will monitor PCard limits and activity annually and make recommendations to leadership team for changes that may be needed.</p>



			Target date of completion: December 31, 2023
5. Of the 26 travel transactions tested, six (23%) were non-compliant with Financial Procedure Instructions (FPI) 5-1 and CSU Fiscal Rule 5.	Noncompliance with Travel policies increases the risk that OIE is overspending on travel and that unauthorized trips are taken, which creates financial risk for the university.	Medium	Agree. The OIE Business Manager will hold regular departmental trainings for travel arrangers (frequency to be determined) and existing employees to remain current on policies and procedures. In addition, the OIE Business Manager will include travel processes as part of the onboarding training for new hires within the Division and include annual training for the Division. Target date of completion: December 31, 2023
6. Approximately 26% (20 out of 77) authorized business function (ABF) transactions were non-compliant with FPI 2-1.	Noncompliance with FPI 2-1 may result in OIE overspending on ABF transactions and there is an increased risk that ABF expenses are not appropriate. This creates a financial risk for the university.	Medium	Agree. The OIE Business Manager and other departmental Fiscal Officers will review all Kuali transactions to ensure compliance with ABF policies. We are in process of creating a new ABF form that is more complete and easier for users to ensure we have accurate and complete information for the ABF. Target date of completion: December 31, 2023
7. Performance evaluations were unable to be located for the majority of selected employees.	Risk that performance evaluations were not completed if they cannot be located. Additionally, they cannot be used to support performance concerns if needed.	Medium	Agree. We have already developed a new process that will be used for this upcoming annual performance evaluation cycle close. All completed and signed forms will be sent to a central group who will update in Oracle and electronically file the signed and completed evaluation in a secure central storage folder.



			Target date of completion: December 31, 2023
8. Wireless Device Attestation Forms were unable to be located for all selected employees.	Incomplete forms could result in noncompliance with the Mobile Communications Policy.	Medium	Agree. We are in process of ensuring we store all forms in a central storage location for all current employees and for new hires. The AVP Executive Assistant who is responsible for maintaining Wireless Watchdog information will also be responsible for storing the forms centrally. The OIE Business Manager will review annually to ensure we have forms for all individuals who have device charges covered by the University. Target date of completion: June 30, 2023
Several low-risk items were informally brought to management's attention. No response is necessary.	Risk demonstrated lower impact or likelihood, manageable by the organization with alternative solutions.	Low	No response is necessary.

Risk Rating	Risk Definition
Critical	Critical priority - severe impact to the reputation of the institution or achievement of its goals and objectives is highly likely. Urgent action should be taken.
High	High priority - high likelihood and/or considerable negative impact to institutional or unit goals and objectives. Timely action should be taken.
Medium	Medium priority - moderate impact and/or likelihood to unit goals and objectives. Action should be taken.
Low	Low priority - minimal adverse impact and/or minimal likelihood of impact to unit goals and objectives. Action should be taken as resources permit.

Susy Serrano – Director of Internal Auditing



Executive Summary

Report

23-10 CSU Vice President of Operations and Chief Financial Officer Transition Audit
April 12, 2023

Background and Scope

Colorado State University's (CSU) Vice President of University Operations (VPUO) oversees eleven operational areas and aims to provide service excellence for CSU's success.

The audit covered financial and administrative processes for the period July 1, 2021, through December 31, 2022.

Objectives and Conclusions

Objectives:	Conclusions:
1. Evaluate financial and administrative processes (including internal controls and policies and procedures).	We noted financial and administrative processes within VPUO were generally adequate.
2. Evaluate financial controls and conflict of interest completion for select units that report to the VPUO (Business and Financial Services (BFS), Office of Budgets, Procurement Services, and Office of Risk Management and Insurance (RMI)).	We noted financial controls and conflict of interest completion for selected units that report to the VPUO were generally adequate.

Audit Observations and Risk Level

Issue/Opportunity:	Risk and Impact:	Risk Level:	Mgt. Response:
1) For VPUO, Procurement Card (PCard) cycle limits (both the monthly limit and transactions per cycle) are significantly higher than actual PCard usage (on average \$7,418.35 higher than actual usage). For BFS, Procurement Services, and RMI, PCard cycle limits (both the monthly limit and transactions per cycle) are significantly higher than actual PCard usage (ranging from \$7,054 to \$296,501 higher than actual usage). Additionally, one active PCard holder for VPUO is no longer with the department.	Unnecessarily high PCard card limits and unnecessary PCards increase the financial risk to the university if the card is used inappropriately by the cardholder or if an outside party compromises the card.	Medium	Agree. All units reviewed PCard limits and reduced based on actual department needs. The VPUO also removed PCard for the inactive employee. Target date of completion: Implemented
Several low-risk items were informally brought to management's attention. No response is necessary.	Risk demonstrated lower impact or likelihood, manageable by the organization with alternative solutions.	Low	No response is necessary.



Risk Rating	Risk Definition
Critical	Critical priority - severe impact to the reputation of the institution or achievement of its goals and objectives is highly likely. Urgent action should be taken.
High	High priority - high likelihood and/or considerable negative impact to institutional or unit goals and objectives. Timely action should be taken.
Medium	Medium priority - moderate impact and/or likelihood to unit goals and objectives. Action should be taken.
Low	Low priority - minimal adverse impact and/or minimal likelihood of impact to unit goals and objectives. Action should be taken as resources permit.

Susy Serrano – Director of Internal Auditing



Executive Summary

Report

23-12 Colorado State University System Internal Audit - Institute of Internal Auditors Quality Assurance Review
April 19, 2023

Background and Scope

Colorado State University System (CSU System) Internal Auditing (IA) has completed a Self-Assessment Quality Assurance Review (QAR) with independent, external validation. The *International Standards for the Professional Practice of Internal Auditing (Standards)* issued by the Institute of Internal Auditors requires that an independent validation of an internal audit activity must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organization. Both the QAR and validation were completed within the five-year requirement. The independent, external validator's opinion is attached to this executive summary.

Objectives and Conclusions

Objectives:	Conclusions:
1) Assess CSU System IA's conformance with the <i>Standards</i> and the Code of Ethics.	The CSU System IA generally conforms with the <i>Standards</i> and the Code of Ethics. The independent external validator agreed with our opinion (see attached).
2) Determine whether its activities are consistent with its charter and the expectations of the Audit Committee.	The CSU System IA's activities are consistent with the IA Charter and the expectations of the Audit Committee. The independent external validator agreed with our opinion.
3) Identify whether CSU System IA audit practices are particularly effective compared to other entities internal audit practices	We identified 18 successful best practices of the IA activity (e.g., strong reporting lines, strong communication, a Quality Assurance and Improvement Process, etc.).
4) Provide recommendations for improving CSU System IA activity.	Nine recommendations were made to improve the IA activity – see recommendations below.

Audit Observations and Risk Level

Issue/Opportunity:	Risk and Impact:	Risk Level:	Mgt. Response:
1) Further document the review process for the Audit Charter	Audit Charter may not be up to date and time of last review may be unknown. This could lead to the Audit Charter not accurately reflecting the duties of the IA function.	Low	Agree. The IA Director revised the Audit Charter Updates Log to ensure the log is documented when reviewed, not just when the audit charter is revised. The Audit Manual was revised to reference the log to ensure it is updated upon Audit Charter review. Target Date of Completion: Implemented
2) Update independence statements for both assurance and consulting engagements to reference the Code of Ethics.	Auditors are not attesting to the Code of Ethics when completing audit engagements. Not following the Code of	Low	Agree. The IA Director has updated the independence statements to reference the Code of Ethics. Target Date of Completion: Implemented



	Ethics could result in non-compliance.		
3) Update wording in Audit Manual and Audit Charter to directly address due professional care.	Auditors may not be fully aware of their due professional care duties. Not following due professional care duties could result in non-compliance with the standards.	Low	<p>Agree. The IA Director will update the Audit Manual and Audit Charter to include expectations for due professional care in accordance with the standards. The updated Charter will be presented to the Board of Governors for approval at the June 2023 meeting.</p> <p>Target Date of Completion: June 30, 2023</p>
4) Consider additional training for staff, specifically in areas identified during the internal audit staff survey results.	Staff training in some areas may be less than desired, resulting in skill gaps for the Internal Audit activity.	Low	<p>Agree. The IA Director will work with IA managers to develop a training plan for all staff to complete training sessions for the areas identified above.</p> <p>Target Date of Completion: December 31, 2023</p>
5) Evaluate the post-engagement survey process for ways to potentially increase survey responses.	Internal Audit may not be providing value to the organization.	Low	<p>Agree. Opportunities for increasing response rates for post-engagement surveys are discussed at staff meetings, and the survey template and related communication to stakeholders has been modified with the goal of increasing the response rate. While effectiveness of the measure is yet to be determined, the new survey has been implemented. IA will continue discussions at staff meetings to increase response rates.</p> <p>Target Date of Completion: Implemented</p>
6) Evaluate the current annual risk assessment process for ways to engage more participants from across the CSU System.	Risk areas may be missed during the annual risk assessment process, resulting in a limited risk universe.	Low	<p>Agree. In the recent annual risk assessment process, IA added select business officers and deans to the risk assessment interviews. IA will continue to include business offers and deans annually and on a rotational basis across the CSU System to solicit more input into the annual IA risk assessment.</p> <p>Target Date of Completion: Implemented</p>



<p>7) Develop and document the process to annually review the Audit Manual.</p>	<p>The Audit Manual may be outdated resulting in old process or procedures being followed.</p>	<p>Low</p>	<p>Agree. The IA Director has established a documented review schedule for every chapter or section of the Audit Manual with rotational assignments. The Audit Manual has been updated to reference the annual review process. An agenda item has been added to the upcoming Manager’s meeting to discuss the schedule for Fiscal Year 2024.</p> <p>Target Date of Completion: July 31, 2023</p>
<p>8) To ensure Information Technology (IT) risks are considered during the planning process for each audit engagement, consider adding a way to clearly document this on the audit program or risk assessment.</p>	<p>IT risks may be missed during the planning process, resulting in not all risks being adequately considered.</p>	<p>Low</p>	<p>Agree. IA has updated and revised the Risk Assessment and Audit Program template to ensure consideration of IT risks are documented in the engagement level risk assessment/audit program. As all audit engagements are currently underway, IA will use the template beginning with all Fiscal Year 2024 audit engagements.</p> <p>Target Date of Completion: July 31, 2023</p>
<p>9) Evaluate current feedback methods for engagements and performance evaluations to identify areas for potential improvement.</p>	<p>Process or individual improvements could be missed, resulting in slower growth or updating of processes.</p>	<p>Low</p>	<p>Agree. IA will add a procedure to the Quality Assurance Checklist to debrief with the audit team at the conclusion of each engagement to discuss what went well and what could be improved for future engagements. IA has also established regular manager meetings to provide training on various topics, such as providing timely feedback to staff. IA is also in the process of establishing an upward feedback mechanism to coincide with the annual evaluation process.</p> <p>Target Date of Completion: December 31, 2023</p>



Risk Rating	Risk Definition
Critical	Critical priority - severe impact to the reputation of the institution or achievement of its goals and objectives is highly likely. Urgent action should be taken.
High	High priority - high likelihood and/or considerable negative impact to institutional or unit goals and objectives. Timely action should be taken.
Medium	Medium priority - moderate impact and/or likelihood to unit goals and objectives. Action should be taken.
Low	Low priority - minimal adverse impact and/or minimal likelihood of impact to unit goals and objectives. Action should be taken as resources permit.

Susy Serrano – Director of Internal Auditing



April 19, 2023

John Fischer, Audit and Finance Committee
555 17th St. Ste. 1000
Denver, CO 80202

Dear Mr. Fischer

In accordance with the standards promulgated by the Institute of Internal Auditors (IIA) International Professional Practices Framework, we have completed an independent validation of the quality assurance self-assessment performed by the Internal Audit Department (Internal Audit) at Colorado State University System.

Based on our analyses of the information received during this review, we concur with the conclusions of the internal self-assessment. Therefore, it is our opinion that Internal Audit generally conforms to the IIA International Professional Practices Framework. According to the IIA Quality Assessment Manual, "Generally Conforms" means that the internal audit activity has policies and processes that are judged to be in accordance with the Standards. "Generally Conforms" is the highest possible rating under IIA guidance.

During our interviews with a wide range of institutional leaders, stakeholders, and staff, we were pleased to observe tremendous respect for the Internal Audit function. The Director and management team were consistently acknowledged as professional, knowledgeable, and trusted advisors.

We also wish to recognize a few of the strengths and leading practices that we noted during our review:

1. Internal Audit aligns organizational goals and risks to audit engagement planning.
2. There is a partnership and collaboration between Internal Audit and University leadership.

University at Buffalo Internal Audit
Kara Keamey-Saylor, Director

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3. Internal Audit involvement in hotline administration and benchmarking supports being apprised of risks and emerging issues.
4. The continuous controls auditing using data analytics software and reporting results demonstrates a mature audit function.
5. The Audit Director and staff are actively engaged in continued professional development.
6. Internal Audit focuses on providing customer service through audit and advisory services.

We appreciate the cooperation and courtesies extended to us during our review by Internal Audit and Colorado State University System. Please do not hesitate to reach out should have any questions regarding the review.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kara Kearney-Saylor', written over a light grey rectangular background.

Kara Kearney-Saylor
Director of Internal Audit
University at Buffalo

A handwritten signature in purple ink, appearing to read 'Nichole Pittman', written over a light grey rectangular background.

Nichole Pittman
Chief Audit Executive
Audit and Compliance Services
University of Alaska System

University at Buffalo Internal Audit
Kara Kearney-Saylor, Director

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ALL OVERDUE RECOMMENDATIONS

Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
23-06	CSU Pueblo Sustainability of High-Risk Recommendations Audit	CSU P	8	The Manager of System and Network Services should ensure backups are completed successfully and monitored for failure. This is a repeat issue.	Agree. The Manager of Network, Servers and Services has assigned a senior network system administrator the duties to monitor the backups at 8a on a daily basis to ensure success of the backups. If log files show issues, they will be remediated immediately. Full backups are done on a monthly cycle with incremental backups done daily. All log files and backups will be retained for 105 days to ensure evidence of success.	11/1/2022	
23-05	CSU Pueblo Summer Camps Special Project	CSU P	6	The CSU Pueblo President or his delegate should develop a "Minors on Campus" and a "Camps" policy.	Agree. Policy has been developed. In the process of being finalized, policy has been sent to campus for comment and then will be represented to Cabinet for FINAL approval.	4/1/2023	10/01/2023
22-15	ATTORNEY CLIENT PRIVILEGED CSU Student Accessibility Audit	CSU	3	Privileged Communication	Privileged Communication	12/1/2022	5/31/2023
22-15	ATTORNEY CLIENT PRIVILEGED CSU Student Accessibility Audit	CSU	2	Privileged Communication	Privileged Communication	12/1/2022	5/31/2023
22-15	ATTORNEY CLIENT PRIVILEGED CSU Student Accessibility Audit	CSU	1	Privileged Communication	Privileged Communication	12/1/2022	5/31/2023
22-13	CSU IT Vendor Management Audit	CSU	4	The Associate Director for Procurement Services should integrate training of the existing Information Security Policy into Procurement Card training.	Agree. Procurement Services will work with VP IT to integrate training of the existing Information Security Policy into Procurement Card training.	9/30/2022	6/30/2023



Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
22-06	National Science Foundation Cost-of-Education Awards Special Project	CSU	9	The Senior Associate Vice President for Research should work with the Research Associate Deans, as needed, and other relevant parties to ensure a consistent process for fellowship selection is followed to help ensure equity and transparency in the process.	Agree. As with #6 above, OVPR and WSCOE suggest that a working group is assembled to explore ways to support faculty managing training grants and ensure sufficient internal controls for the monitoring activities are in place, including that a consistent process for fellowship selection is followed.	1/31/2023	08/31/2023
22-06	National Science Foundation Cost-of-Education Awards Special Project	CSU	8	The Senior Associate Vice President for Research should work with the Research Associate Deans, OSP, Research Integrity and Compliance Review Office, and other appropriate units to facilitate a training in the College to ensure compliance with grant and sponsor terms.	Agree. OSP has developed guidance documents for training grants. The OVPR is already planning to increase staffing for campus training for faculty and staff compliance topics and will ensure training grants support remains in the topic areas covered in our regular RAMAround meetings and other training sessions.	1/31/2023	08/31/2023
22-06	National Science Foundation Cost-of-Education Awards Special Project	CSU	7	The Senior Associate Vice President for Research should work with the Research Associate Deans, as needed, to ensure all communication and procedures involving report preparation and the budget monitoring process for grants include both the PI and Co-PI to ensure accuracy, transparency, and assist in monitoring compliance with sponsor requirements.	Agree. NSF makes it clear that the PI and Co-PIs share the overall responsibilities for grants management: "The named PI/PD (and co-PI/Co-PD) should be continuously responsible for the conduct of the project and be closely involved with the effort..."	1/31/2023	08/31/2023



Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
22-06	National Science Foundation Cost-of-Education Awards Special Project	CSU	6	<p>The Senior Associate Vice President for Research should work with the Research Associate Deans, as needed, to facilitate the improvement of grant monitoring controls by establishing guidelines and procedures, including Co-PI oversight, and possibly fiscal staff reviews to ensure accuracy and compliance of grant activities. This would include monitoring controls to ensure accuracy of and compliance with:</p> <ul style="list-style-type: none"> • Fellow enrollment requirements, • Payments of tuition and fees, • Stipend payment requirements, • Reporting requirements. 	<p>Agree. The CSU Office of the Vice President for Research (OVPR) is already planning to increase personnel in OSP as an outcome of the OVPR strategic planning process. However, some factors listed here, such as monitoring enrollments, are not feasible with current staffing levels or IT systems. Training grants have special requirements that are recognized as difficult to manage for every institution. OVPR and the Walter Scott College of Engineering (WSCOE) suggest assembling a working group to explore ways to support faculty managing training grants.</p>	1/31/2023	12/31/2023
21-16	Institutional Research Audit	CSU P	02	<p>The Information Security Manager at CSU-Pueblo should adopt a data security policy.</p>	<p>Agree. Though it is agreed that there is a need for a data security policy, discussions have begun regarding efforts to establish a data security policy that will cover all CSU System member institutions. This is part of a larger work of data...</p>	10/31/2021	3/31/2023
21-11	Controlled Unclassified Information Audit	CSU	06	<p>Once CUI roles and responsibilities have been defined by the newly charged committee, the assigned party, in collaboration with Business and Financial Services, should identify CMMC reimbursable costs; determine procedures that...</p>	<p>Agree. The office, individual, or working group identified by the committee mentioned above (Recommendation 1) will work with the appropriate individuals and units to identify and develop a plan for the recovery of CMMC costs, and will ...</p>	12/31/2021	05/31/2023



Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
21-11	Controlled Unclassified Information Audit	CSU	04	The Vice President for Research should ensure that procedures are established so that research projects with CUI requirements and the required CMMC level can be reported at any point in time.	Agree. OSP will create a manual inventory of projects with CUI and CMMC requirements initially. Simultaneously, OSP and Research Services will work together to explore the implementation of adjustments to our Quali systems to ...	12/31/2021	12/31/2023
21-10	Supplemental Pay Audit	CSU	06	The Provost should require additional justification for any activities which may not be eligible for supplemental pay, including committee activities.	Agree. Conversations need to be had regarding committee work, particularly with Faculty Council and a consistent policy established for what committee work is considered part of the faculty member's service and what is eligible ...	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	05	The Provost should either enforce the prior approval rule and ensure that exceptions are well documented or remove it from the policy.	Agree. Given our current climate, individuals are asked to pivot on short notice. We are also aware of several instances where individuals are asked to pick up added responsibilities when an employee leaves on short notice and...	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	04	The Provost should update the supplemental pay authorization form to include a supervisory attestation statement that the activity is above and beyond the employee's position description.	Agree. The Provost or her designee will work with IS to include a supervisory attestation statement that the activity is above and beyond the employee's position description to the Supplemental Pay Form.	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	03	The Provost should include the maximum supplemental pay amounts in relevant University policies and manuals.	Agree. The Provost or her designee will seek out all locations of policies, procedures and manuals and update to include the maximum supplemental pay amounts.	12/31/2021	6/30/2023



Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
21-10	Supplemental Pay Audit	CSU	02	The Provost should clarify and enforce the definition of "incidental activity" and require justifications for activities that go beyond incidental within University policies, procedures, and manuals related to supplemental pay.	Agree. The Provost or her designee will seek to identify a "best practices" definition of incidental activity relative to supplemental pay and include that in policies, procedures, and manuals. This definition will be communicated to ...	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	01	The Provost should update policies, procedures, and manuals to include documentation of the basis for the pay amount (e.g. market, tradition, etc.).	Agree. The Provost or her designee will seek out all locations of policies, procedures, and manuals and update to include the basis for the supplemental pay amount.	12/31/2021	6/30/2023
21-10	Supplemental Pay Audit	CSU	07	The Executive Director of HR should explore options for improving the efficiencies of the supplemental pay process in the short-term and automating the supplemental pay process in the long-term. An automated...	Interim actions to improve the online process flow tool will be explored with the CSU IT team with the intention of improving the existing format and enhancing visibility by providing access to more detailed information for the...	12/31/2021	6/30/2023
21-08	Military and Veterans Success Center Special Project	CSU P	1	The Executive Director of Information Technology Services should consider implementing a system where logs are generated if the data meets defined parameters, such as when large amounts of data are deleted.	Agree. The network file servers that house the shared departmental data (I:drive) need to be updated in order to facilitate the logging functionality suggested in the recommendation. These older servers are currently part of an ongoing server....	5/31/2021	8/1/2023
20-21	Office of Research and Sponsored Program	CSU P	12	The Director of OSP and the Controller should work with Human Resources to identify a method to better address research-related conflicts of interest.	Agree. CSU-Pueblo will continue to abide by the current COI reporting and disclosure process (managed by Human Resources) while they continue to evaluate the impact and resource need to implement the Quali COI module annually.	12/31/2022	12/31/2023



Audit Number	Audit Name	Inst.	Rec. #	Recommendation	Audit Report Response	Target Completion Date	Revised Target Completion Date
20-21	Office of Research and Sponsored Program	CSU P	05	The Director of OSP and the Controller should work with the needed parties to develop University-wide policies related to institutional base salary.	Agree. CSU-Pueblo will proceed with the development of University-wide policies related to institutional base salary.	6/30/2021	07/01/2023
20-10	Human Resources and Payroll	CSU P	04	The CSU-Pueblo President should work with the CSU System to determine if it would be possible and beneficial for CSU-Pueblo to migrate to Oracle as a Human Resources Information System.	Agree. CSU-Pueblo is aware that internal control weaknesses exist with AIS. CSU-Pueblo leadership has collaborated with the CSU System Chief Information Officer to assess alternatives to AIS. Through these conversations, there is a shared belief that ...	3/31/2022	07/01/2024

Finance Committee



State Budget Update



State Budget Update

The Long Bill includes a \$119.9 million increase (11.5%) in funding for higher education institutions. The CSU System's portion of the funding increase is \$22.2 million (11%).

Funding was allocated through the funding formula (Year 3).

Step 1: \$27 million – equally divided between First Generation FTE, First Generation headcount, underrepresented represented minority student count and retention, Pell Grant student counts.

Step 2: \$58 million based and Performance Funding metrics.

Approval for a 5% increase in resident, undergraduate tuition.

State Budget Update

Separate from the higher education funding model, the CSU System will receive \$1.2M for cyber security initiatives.

CSU will receive \$2.2M for network hardware upgrades, \$9.7M for state-funded controlled maintenance projects and \$23.9M for Clark Building revitalization.

FY23 Q3 Financial Statements



Colorado State University System
Financial Statement Highlights
FY 22-23, 3rd Quarter

BACKGROUND:

Statements Included:

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

Data included within each Statement:

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

HIGHLIGHTS – Notable Variances – Quarter TD Budget vs Actual:

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

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

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

- Auxiliary revenue of \$172.1 million in Q3 of FY23 is a \$25.1 million increase over the same quarter in FY22, primarily related to increases in auxiliary rentals and food sales from campus residence halls and dining halls, as well as increases from football related ticket sales and increases in other auxiliary sales and services.
- State Appropriation revenue increased \$5.0 million in FY23 due to receiving funding for the CSFS Seeding Tree Nursery.
- The amount of gift revenue the University receives varies from year to year, however gift revenue of \$52.1 million in Q3 of FY23 \$15.6 million higher than the same quarter in FY22 due to

gift increases of \$5.0M for C. Wayne McIlwraith Translational Medicine Institute, \$4.8M for CSUF Student Support, \$861.5K for Gary & Kim Smith Global Food Innovation Center, and \$803.7K for UA Donor Technology.

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

- Operating revenues were \$56.1M in Q3 of FY23 versus budgeted revenues of \$64.1M due to lower than budgeted enrollment.
- Operating expenses were \$53.8M in Q3 of FY23 versus budgeted expenses of \$56.8M due, primarily, to later than budgeted advertising expenses and reduced PELL grant disbursements due to lower than budgeted enrollment.
- As a result, the income (loss) before other revenues in Q3 of FY23 was \$10.6M compared to budgeted income (loss) before other revenues of \$17.1M.

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

- First time freshmen enrollment target was exceeded for the first time in four years, with a total of 701 (Fall and Spring) new freshman students. This was a 9.5% increase from fall 2021.
- New transfer student enrollment also exceeded the enrollment target for fall and spring by 77 students.
- Resident instruction tuition revenue is tracking -3.0%. Monitoring of revenues and expenses will continue throughout the year and additional reductions in spending may be necessary.

Colorado State University System

GAAP Financial Statements

Statement of Revenues, Expenses and Changes in Net Position Three Year Trend

	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q3	FY 2023 Q3	\$ Variance	% Variance
Operating revenues							
Student tuition and fees	\$ 553,356,774	585,894,446	618,306,840	558,138,498	553,723,993	(4,414,505)	-0.8%
State fee for service revenue	52,661,450	140,151,805	151,439,587	113,896,925	113,896,925	-	-
Grants and contracts	370,494,252	403,795,778	418,271,929	298,497,594	303,126,343	4,628,750	1.6%
Sales and services of educational activities	45,722,872	51,763,053	54,321,752	36,956,921	37,022,789	65,868	0.2%
Auxiliary enterprises	128,388,257	193,848,994	205,193,615	177,493,592	180,795,445	3,301,853	1.9%
Other operating revenue	13,295,496	15,197,988	15,650,922	14,169,404	13,644,033	(525,371)	-3.7%
Total operating revenues	1,163,919,100	1,390,652,064	1,463,184,646	1,199,152,934	1,202,209,529	3,056,595	0.3%
Operating expenses							
Instruction	335,109,700	346,998,325	378,921,664	302,825,298	304,539,947	(1,714,649)	-0.6%
Research	204,435,877	227,999,338	250,305,210	182,822,281	183,739,211	(916,930)	-0.5%
Public service	142,824,985	156,240,928	170,040,929	125,836,235	125,655,371	180,864	0.1%
Academic support	101,288,042	111,613,108	129,025,827	100,074,835	99,677,640	397,195	0.4%
Student services	60,004,718	64,400,059	75,548,265	55,439,276	52,691,648	2,747,628	5.0%
Institutional support	76,941,557	89,365,277	103,003,581	84,747,274	84,070,437	676,837	0.8%
Operation and maintenance of plant	63,446,029	84,049,403	97,330,943	81,173,728	80,999,435	174,293	0.2%
Scholarships and fellowships	48,222,162	71,456,092	52,755,542	35,309,901	34,343,189	966,712	2.7%
Auxiliary enterprises	110,330,663	154,285,019	168,953,533	132,732,921	135,250,729	(2,517,808)	-1.9%
Depreciation	110,085,065	114,126,050	119,241,609	89,422,243	89,102,951	319,291	0.4%
Total operating expenses	1,252,688,800	1,420,533,600	1,545,127,102	1,190,383,991	1,190,070,557	313,434	0.0%
Operating Income (Loss)	(88,769,699)	(29,881,535)	(81,942,457)	8,768,943	12,138,972	3,370,029	38.4%
Non-operating revenues (expenses)							
State appropriations	2,940,364	10,798,364	19,595,047	17,920,000	17,920,047	47	-
Gifts	51,810,390	59,994,699	65,346,204	53,566,000	53,740,738	174,738	0.3%
Investment income	10,326,918	7,870,449	7,800,000	15,990,861	15,509,981	(480,880)	-3.0%
Unrealized gain (loss) on investments	58,526,642	(85,640,664)	(50,000,000)	9,315,192	9,315,200	8	0.0%
Interest expense on capital debt	(37,624,158)	(45,509,379)	(52,687,059)	(42,663,973)	(42,669,775)	(5,801)	-
Federal nonoperating grants and contracts	158,123,667	112,118,865	75,586,472	38,961,000	37,897,998	(1,063,002)	-2.7%
State support for PERA pension	-	3,770,749	3,800,000	-	-	-	-
Other nonoperating revenues (expenses)	10,074,258	37,557,633	19,311,073	7,963,375	7,988,167	24,792	0.3%
Net nonoperating revenues	254,178,081	100,960,716	88,751,737	101,052,454	99,702,358	(1,350,096)	-1.3%
Income (Loss) Before other revenues	165,408,382	71,079,181	6,809,281	109,821,397	111,841,330	2,019,933	1.8%
Other revenues (expenses)							
Student facility fees	12,821,247	14,438,173	15,218,286	13,979,000	13,969,249	(9,751)	-
State capital contributions	118,095,957	95,550,496	20,315,115	16,525,000	16,507,764	(17,236)	-
Capital grants	13,647,978	10,093,737	11,636,441	8,898,000	8,897,694	(306)	-
Capital gifts	15,182,228	6,400,264	7,142,814	5,234,000	5,233,748	(252)	0.0%
Payments (to)/from governing boards or other institutions	13,760,833	1,405,817	15,551,360	9,741,617	9,243,323	(498,295)	-5.1%
Reserve transfers within the CSU System	-	-	-	-	-	-	-
System transfers for scoop and toss bond payments	-	-	-	-	-	-	-
Additions to permanent endowments	4,221,188	(731,485)	(1,141,812)	-	-	-	-
Total other revenues	177,729,430	127,157,002	68,722,204	54,377,617	53,851,777	(525,840)	-1.0%
Increase (decrease) in net position	\$ 343,137,812	198,236,182	75,531,485	164,199,014	165,693,107	1,494,093	0.9%

*Restated due to implementation of GASB 87

Colorado State University System							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q3	FY 2023 Q3	\$ Variance	% Variance
Operating revenues							
Student tuition and fees	\$ 553,356,774	585,894,446	618,306,840	558,138,498	553,723,993	(4,414,505)	-0.8%
State fee for service revenue	52,661,450	140,151,805	151,439,587	113,896,925	113,896,925	-	-
Grants and contracts	370,494,252	403,795,778	418,271,929	298,497,594	303,126,343	4,628,750	1.6%
Sales and services of educational activities	45,722,872	51,763,053	54,321,752	36,956,921	37,022,789	65,868	0.2%
Auxiliary enterprises	128,388,257	193,848,994	205,193,615	177,493,592	180,795,445	3,301,853	1.9%
Other operating revenue	13,295,496	15,197,988	15,650,922	14,169,404	13,644,033	(525,371)	-3.7%
Total operating revenues	1,163,919,100	1,390,652,064	1,463,184,646	1,199,152,934	1,202,209,529	3,056,595	0.3%
Operating expenses							
Instruction	367,629,386	371,085,962	378,921,664	302,825,298	304,539,947	(1,714,649)	-0.6%
Research	217,870,521	239,120,784	250,305,210	182,822,281	183,739,211	(916,930)	-0.5%
Public service	154,069,060	161,540,979	170,040,929	125,836,235	125,655,371	180,864	0.1%
Academic support	117,447,895	121,706,633	129,025,827	100,074,835	99,677,640	397,195	0.4%
Student services	67,796,246	67,801,952	75,548,265	55,439,276	52,691,648	2,747,628	5.0%
Institutional support	95,388,218	97,962,806	103,003,581	84,747,274	84,070,437	676,837	0.8%
Operation and maintenance of plant	88,350,795	93,325,150	97,330,943	81,173,728	80,999,435	174,293	0.2%
Scholarships and fellowships	48,472,392	71,566,928	52,755,542	35,309,901	34,343,189	966,712	2.7%
Auxiliary enterprises	135,811,642	164,564,007	168,953,533	132,732,921	135,250,729	(2,517,808)	-1.9%
Depreciation	110,085,065	114,126,050	119,241,609	89,422,243	89,102,951	319,291	0.4%
Total operating expenses	1,402,921,221	1,502,801,252	1,545,127,102	1,190,383,991	1,190,070,557	313,434	0.0%
Operating Income (Loss)	(239,002,121)	(112,149,188)	(81,942,457)	8,768,943	12,138,972	3,370,029	38.4%
Non-operating revenues (expenses)							
State appropriations	2,940,364	10,798,364	19,595,047	17,920,000	17,920,047	47	-
Gifts	51,810,390	59,994,699	65,346,204	53,566,000	53,740,738	174,738	0.3%
Investment income	10,326,918	7,870,449	7,800,000	15,990,861	15,509,981	(480,880)	-3.0%
Unrealized gain (loss) on investments	58,526,642	(85,640,664)	(50,000,000)	9,315,192	9,315,200	8	0.0%
Interest expense on capital debt	(37,624,158)	(45,509,379)	(52,687,059)	(42,663,973)	(42,669,775)	(5,801)	-
Federal nonoperating grants and contracts	158,123,667	112,118,865	75,586,472	38,961,000	37,897,998	(1,063,002)	-2.7%
State support for PERA pension	-	3,770,749	3,800,000	-	-	-	-
Other nonoperating revenues (expenses)	10,074,258	37,557,633	19,311,073	7,963,375	7,988,167	24,792	0.3%
Net nonoperating revenues	254,178,081	100,960,716	88,751,737	101,052,454	99,702,358	(1,350,096)	-1.3%
Income (Loss) Before other revenues	15,175,960	(11,188,472)	6,809,281	109,821,397	111,841,330	2,019,933	1.8%
Other revenues (expenses)							
Student facility fees	12,821,247	14,438,173	15,218,286	13,979,000	13,969,249	(9,751)	-
State capital contributions	118,095,957	95,550,496	20,315,115	16,525,000	16,507,764	(17,236)	-
Capital grants	13,647,978	10,093,737	11,636,441	8,898,000	8,897,694	(306)	-
Capital gifts	15,182,228	6,400,264	7,142,814	5,234,000	5,233,748	(252)	0.0%
Payments (to)/from governing boards or other institutions	13,760,833	1,405,817	15,551,360	9,741,617	9,243,323	(498,295)	-5.1%
Reserve transfers within the CSU System	-	-	-	-	-	-	-
System transfers for scoop and toss bond payments	-	-	-	-	-	-	-
Additions to permanent endowments	4,221,188	(731,485)	(1,141,812)	-	-	-	-
Total other revenues	177,729,430	127,157,002	68,722,204	54,377,617	53,851,777	(525,840)	-1.0%
Increase (decrease) in net position	\$ 192,905,391	115,968,530	75,531,485	164,199,014	165,693,107	1,494,093	0.9%
*Restated due to implementation of GASB 87							
Impact of GASB 68/75 on operating expenses	(150,232,421)	(82,267,652)					
	-	-					

Colorado State University							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q3	FY 2023 Q3	\$ Variance	% Variance
Operating revenues							
Student tuition and fees	\$ 437,551,359	487,801,542	513,422,172	480,722,460	483,372,078	2,649,618	0.6%
State fee for service revenue	41,306,106	122,536,893	133,564,307	100,490,465	100,490,465	-	-
Grants and contracts	359,301,407	390,729,990	404,771,929	288,997,594	293,735,435	4,737,842	1.6%
Sales and services of educational activities	45,457,689	51,484,633	54,021,752	36,791,921	36,858,491	66,570	0.2%
Auxiliary enterprises	122,935,058	185,285,513	195,193,615	168,793,592	172,037,017	3,243,425	1.9%
Other operating revenue	6,077,297	6,730,283	6,795,224	6,185,482	6,221,700	36,219	0.6%
Total operating revenues	1,012,628,916	1,244,568,854	1,307,769,000	1,081,981,513	1,092,715,187	10,733,674	1.0%
Operating expenses							
Instruction	325,218,287	328,408,720	338,282,285	272,798,132	273,517,195	(719,063)	-0.3%
Research	214,976,248	235,884,005	247,105,210	180,222,281	181,140,275	(917,994)	-0.5%
Public service	151,944,018	159,358,155	167,890,929	124,323,735	124,167,909	155,826	0.1%
Academic support	101,961,489	106,301,155	112,819,934	88,854,445	88,216,978	637,467	0.7%
Student services	32,646,241	34,901,662	35,465,530	27,209,085	27,236,214	(27,129)	-0.1%
Institutional support	63,974,599	64,811,983	68,276,485	58,718,321	58,677,900	40,421	0.1%
Operation and maintenance of plant	80,514,160	84,915,665	88,629,043	74,947,306	74,674,146	273,160	0.4%
Scholarships and fellowships	27,341,698	49,457,407	32,755,542	23,909,901	24,057,979	(148,078)	-0.6%
Auxiliary enterprises	123,854,467	149,942,147	154,353,533	122,032,921	124,351,210	(2,318,289)	-1.9%
Depreciation	99,894,198	102,762,166	107,394,833	80,670,705	80,411,029	259,676	0.3%
Total operating expenses	1,222,325,406	1,316,743,066	1,352,973,323	1,053,686,832	1,056,450,836	(2,764,004)	-0.3%
Operating Income (Loss)	(209,696,489)	(72,174,211)	(45,204,323)	28,294,681	36,264,351	7,969,670	-28.2%
Non-operating revenues (expenses)							
State appropriations	1,941,154	10,198,364	16,795,047	16,520,000	16,520,047	47	-
Gifts	48,151,372	54,497,610	60,346,204	53,126,000	53,125,553	(447)	-
Investment income	7,936,298	5,391,673	6,000,000	11,151,000	11,150,705	(295)	-
Unrealized gain (loss) on investments	43,802,794	(60,771,967)	(35,500,000)	6,430,000	6,430,008	8	-
Interest expense on capital debt	(34,525,122)	(42,221,802)	(49,334,059)	(39,874,000)	(39,873,763)	237	-
Federal nonoperating grants and contracts	124,649,137	78,532,657	44,086,472	25,311,000	25,310,853	(147)	-
State support for PERA pension	-	3,448,196	3,500,000	-	-	-	-
Other nonoperating revenues (expenses)	10,731,859	37,435,516	19,161,073	7,780,000	7,780,377	377	-
Net nonoperating revenues	202,687,491	86,510,246	65,054,737	80,444,000	80,443,780	(220)	-
Income (Loss) Before other revenues	(7,008,998)	14,336,035	19,850,414	108,738,681	116,708,130	7,969,449	0.0%
Other revenues (expenses)							
Student facility fees	11,499,362	13,502,646	14,218,286	13,029,000	13,028,937	(63)	-
State capital contributions	115,553,087	94,431,612	18,315,115	13,775,000	13,774,595	(405)	-
Capital grants	13,474,782	10,051,275	11,586,441	8,873,000	8,872,969	(31)	-
Capital gifts	14,954,658	6,020,089	6,742,814	5,185,000	5,184,823	(177)	-
Payments (to)/from governing boards or other institutions	8,453,724	(5,521,749)	10,060,135	12,453,000	12,453,454	454	-
Reserve transfers within the CSU System	25,078,103	9,750,648	11,541,871	-	-	-	-
System transfers for scoop and toss bond payments	(69,189,995)	(68,576,851)	(68,692,369)	(66,992,369)	(66,992,369)	-	-
Additions to permanent endowments	4,221,188	(731,485)	(1,141,812)	-	-	-	-
Total other revenues	124,044,909	58,926,184	2,630,481	(13,677,369)	(13,677,591)	(222)	-
Increase (decrease) in net position	\$ 117,035,911	73,262,219	22,480,895	95,061,312	103,030,539	7,969,227	8.4%
*Restated due to implementation of GASB 87							
Impact of GASB 68/75 on operating expenses	(137,730,403)	(77,931,927)					

Colorado State University - Board of Governors							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q3	FY 2023 Q3	\$ Variance	% Variance
Operating revenues							
Student tuition and fees	\$ -	-	-	-	-	-	-
State fee for service revenue	-	-	-	-	-	-	-
Grants and contracts	-	-	-	-	-	-	-
Sales and services of educational activities	-	-	-	-	-	-	-
Auxiliary enterprises	-	-	-	-	-	-	-
Other operating revenue	272,000	257,075	250,000	187,500	171,874	(15,626)	-8.3%
Total operating revenues	272,000	257,075	250,000.00	187,500.00	171,874	(15,626)	-8.3%
Operating expenses							
Instruction	-	-	-	-	-	-	-
Research	-	-	-	-	-	-	-
Public service	144,271	149,759	150,000	112,500	110,868	1,632	1.5%
Academic support	-	-	-	-	-	-	-
Student services	-	-	-	-	-	-	-
Institutional support	11,929,499	14,093,962	15,372,060	11,529,045	11,053,950	475,095	4.1%
Operation and maintenance of plant	-	-	-	-	-	-	-
Scholarships and fellowships	-	-	-	-	-	-	-
Auxiliary enterprises	-	-	-	-	-	-	-
Depreciation	65,284	456,776	456,776	342,582	372,880	(30,298)	-8.8%
Total operating expenses	12,139,053	14,700,497	15,978,836	11,984,127	11,537,698	446,429	3.7%
Operating Income (Loss)	(11,867,053)	(14,443,422)	(15,728,836)	(11,796,627)	(11,365,824)	430,803	-3.7%
Non-operating revenues (expenses)							
State appropriations	-	-	-	-	-	-	-
Gifts	-	167,731	-	-	174,500	174,500	-
Investment income	1,231,956	1,837,357	400,000	3,654,861	3,654,861	-	0.0%
Unrealized gain (loss) on investments	6,323,939	(15,516,554)	(9,000,000)	1,440,315	1,440,315	-	0.0%
Interest expense on capital debt	(379)	(46,079)	(53,000)	(39,973)	(39,973)	-	0.0%
Federal nonoperating grants and contracts	-	-	-	-	-	-	-
State support for PERA pension	-	40,350	-	-	-	-	-
Other nonoperating revenues (expenses)	(9,178)	78,839	-	-	9,848	9,848	-
Net nonoperating revenues	7,546,338	(13,438,356)	(8,653,000)	5,055,202	5,239,550	184,348	3.6%
Income (Loss) Before other revenues	(4,320,715)	(27,881,777)	(24,381,836)	(6,741,425)	(6,126,274)	615,151	-9.1%
Other revenues (expenses)							
Student facility fees	-	-	-	-	-	-	-
State capital contributions	-	-	-	-	-	-	-
Capital grants	-	-	-	-	-	-	-
Capital gifts	-	-	-	-	-	-	-
Payments (to)/from governing boards or other institutions	6,569,086	5,855,713	6,788,823	5,091,617	4,802,687	(288,930)	-5.7%
Reserve transfers within the CSU System	(7,094,414)	14,787,709	1,219,565	-	-	-	-
System transfers for scoop and toss bond payments	75,914,080	75,386,198	75,522,986	73,822,986	73,822,986	-	0.0%
Additions to permanent endowments	-	-	-	-	-	-	-
Total other revenues	75,388,752	96,029,620	83,531,374	78,914,603	78,625,673	(288,930)	-0.4%
Increase (decrease) in net position	\$ 71,068,036	68,147,843	59,149,537.87	72,173,178	72,499,399	326,221	0.5%
*Restated due to implementation of GASB 87	(141,376)	379,094					
Impact of GASB 68/75 on operating expenses							

Colorado State University - Global Campus

Excluding Pension/OPEB Adjustment

**Statement of Revenues, Expenses and Changes in Net Position
Three Year Trend**

	FY2021 Actual	FY2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q3	FY 2023 Q3	\$ Variance	% Variance
Operating revenues							
Student tuition and fees	\$ 89,214,492	75,025,400	79,884,668	56,416,039	48,969,160	(7,446,878)	-13.2%
State fee for service revenue	-	-	-	-	-	-	
Grants and contracts	-	-	-	-	-	-	
Sales and services of educational activities	-	-	-	-	-	-	
Auxiliary enterprises	-	-	-	-	-	-	
Other operating revenue	6,687,582	8,040,371	8,430,698	7,737,506	7,191,543	(545,963)	-7.1%
Total operating revenues	95,902,073	83,065,771	88,315,366	64,153,545	56,160,703	(7,992,841)	-12.5%
Operating expenses							
Instruction	20,060,139	19,618,525	17,639,379	14,227,166	15,184,479	(957,313)	-6.7%
Research	-	-	-	-	-	-	
Public service	-	-	-	-	-	-	
Academic support	6,976,472	7,151,334	7,955,893	5,420,390	5,597,885	(177,496)	-3.3%
Student services	29,401,723	26,952,520	34,082,735	23,230,191	20,502,486	2,727,704	11.7%
Institutional support	7,435,081	8,036,302	8,355,037	5,899,908	5,722,557	177,351	3.0%
Operation and maintenance of plant	86,946	757	301,900	226,422	227,152	(730)	-0.3%
Scholarships and fellowships	11,858,943	12,232,739	10,000,000	7,500,000	6,460,364	1,039,636	13.9%
Auxiliary enterprises	-	-	-	-	-	-	
Depreciation	648,556	551,060	390,000	258,956	115,717	143,238	55.3%
Total operating expenses	76,467,859	74,543,237	78,724,943	56,763,032	53,810,641	2,952,391	5.2%
Operating Income (Loss)	19,434,214	8,522,534	9,590,423	7,390,513	2,350,062	(5,040,450)	-68.2%
Non-operating revenues (expenses)							
State appropriations	-	-	-	-	-	-	
Gifts	-	-	-	-	-	-	
Investment income	875,525	332,972	1,100,000	825,000	350,631	(474,369)	-57.5%
Unrealized gain (loss) on investments	8,948,192	(8,370,408)	(5,000,000)	1,444,878	1,444,878	-	0.0%
Interest expense on capital debt	(30,814)	(25,144)	-	-	-	-	
Federal nonoperating grants and contracts	11,858,943	12,232,739	10,000,000	7,500,000	6,460,364	(1,039,636)	-13.9%
State support for PERA pension	-	19,379	-	-	-	-	
Other nonoperating revenues (expenses)	4,005	(126,192)	-	3,375	20,647	17,272	511.8%
Net nonoperating revenues	21,655,852	4,063,347	6,100,000	9,773,253	8,276,520	(1,496,733)	-15.3%
Income (Loss) Before other revenues	41,090,065	12,585,881	15,690,423	17,163,765	10,626,582	(6,537,183)	-38.1%
Other revenues (expenses)							
Student facility fees	-	-	-	-	-	-	
State capital contributions	-	-	-	-	-	-	
Capital grants	-	-	-	-	-	-	
Capital gifts	-	-	-	-	-	-	
Payments (to)/from governing boards or other institutions	(761,125)	(863,142)	(796,746)	(603,000)	(807,568)	(204,568)	33.9%
Reserve transfers within the CSU System	(25,695,818)	(36,945,000)	(25,000,000)	-	-	-	
System transfers for scoop and toss bond payments	-	-	-	-	-	-	
Additions to permanent endowments	-	-	-	-	-	-	
Total other revenues	(26,456,943)	(37,808,142)	(25,796,746)	(603,000)	(807,568)	(204,568)	33.9%
Increase (decrease) in net position	\$ 14,633,122	(25,222,261)	(10,106,323)	16,560,765	9,819,014	(6,741,751)	-40.7%
*Restated due to implementation of GASB 87							
Impact of GASB 68/75 on operating expenses	(1,375,228)	(731,839)					

Colorado State University Pueblo							
Excluding Pension/OPEB Adjustment							
Statement of Revenues, Expenses and Changes in Net Position							
Three Year Trend							
	FY 2021 Actual	FY 2022* Actual	FY 2023 Original Budget	FY 2023 YTD Budget Q3	FY 2023 Q3	\$ Variance	% Variance
Operating revenues							
Student tuition and fees	\$ 26,590,923	23,067,504	25,000,000	21,000,000	21,382,755	382,755	1.8%
State fee for service revenue	11,355,344	17,614,912	17,875,280	13,406,460	13,406,460	-	-
Grants and contracts	11,192,845	13,065,788	13,500,000	9,500,000	9,390,908	(109,092)	-1.1%
Sales and services of educational activities	265,183	278,419	300,000	165,000	164,298	(702)	-0.4%
Auxiliary enterprises	5,453,198	8,563,481	10,000,000	8,700,000	8,758,428	58,428	0.7%
Other operating revenue	258,618	170,259	175,000	58,916	58,916	-	0.0%
Total operating revenues	55,116,111	62,760,363	66,850,280	52,830,376	53,161,765	331,388	0.6%
Operating expenses							
Instruction	22,350,960	23,058,717	23,000,000	15,800,000	15,838,273	(38,273)	-0.2%
Research	2,894,273	3,236,778	3,200,000	2,600,000	2,598,936	1,064	0.0%
Public service	1,980,771	2,033,065	2,000,000	1,400,000	1,376,594	23,406	1.7%
Academic support	8,509,935	8,254,144	8,250,000	5,800,000	5,862,776	(62,776)	-1.1%
Student services	5,748,281	5,947,770	6,000,000	5,000,000	4,952,948	47,052	0.9%
Institutional support	12,049,039	11,020,559	11,000,000	8,600,000	8,616,029	(16,029)	-0.2%
Operation and maintenance of plant	7,749,690	8,408,729	8,400,000	6,000,000	6,098,137	(98,137)	-1.6%
Scholarships and fellowships	9,271,751	9,876,781	10,000,000	3,900,000	3,824,846	75,154	1.9%
Auxiliary enterprises	11,957,175	14,621,861	14,600,000	10,700,000	10,899,518	(199,518)	-1.9%
Depreciation	9,477,028	10,356,048	11,000,000	8,150,000	8,203,324	(53,324)	-0.7%
Total operating expenses	91,988,903	96,814,452	97,450,000	67,950,000	68,271,382	(321,382)	-0.5%
Operating Income (Loss)	(36,872,792)	(34,054,089)	(30,599,720)	(15,119,624)	(15,109,617)	10,007	-0.1%
Non-operating revenues (expenses)							
State appropriations	999,210	600,000	2,800,000	1,400,000	1,400,000	-	-
Gifts	3,659,018	5,329,358	5,000,000	440,000	440,686	686	-
Investment income	283,139	308,446	300,000	360,000	353,785	(6,215)	-1.7%
Unrealized gain (loss) on investments	(548,282)	(981,735)	(500,000)	-	-	-	-
Interest expense on capital debt	(3,067,844)	(3,216,354)	(3,300,000)	(2,750,000)	(2,756,039)	(6,039)	0.2%
Federal nonoperating grants and contracts	21,615,587	21,353,469	21,500,000	6,150,000	6,126,781	(23,219)	-0.4%
State support for PERA pension	-	262,824	300,000	-	-	-	-
Other nonoperating revenues (expenses)	(652,428)	169,470	150,000	180,000	177,295	(2,705)	-1.5%
Net nonoperating revenues	22,288,400	23,825,479	26,250,000	5,780,000	5,742,509	(37,491)	-0.6%
Income (Loss) Before other revenues	(14,584,391)	(10,228,610)	(4,349,720)	(9,339,624)	(9,367,108)	(27,484)	0.3%
Other revenues (expenses)							
Student facility fees	1,321,885	935,527	1,000,000	950,000	940,312	(9,688)	-1.0%
State capital contributions	2,542,870	1,118,885	2,000,000	2,750,000	2,733,169	(16,831)	-0.6%
Capital grants	173,197	42,463	50,000	25,000	24,725	(275)	-1.1%
Capital gifts	227,570	380,175	400,000	49,000	48,925	(75)	-0.2%
Payments (to)/from governing boards or other institutions	(500,852)	1,934,995	(500,852)	(7,200,000)	(7,205,250)	(5,250)	0.1%
Reserve transfers within the CSU System	7,712,129	12,406,643	12,238,564	-	-	-	-
System transfers for scoop and toss bond payments	(6,724,085)	(6,809,347)	(6,830,617)	(6,830,617)	(6,830,617)	-	-
Additions to permanent endowments	-	-	-	-	-	-	-
Total other revenues	4,752,713	10,009,339	8,357,095	(10,256,617)	(10,288,736)	(32,119)	-
Increase (decrease) in net position	\$ (9,831,678)	(219,271)	4,007,375	(19,596,241)	(19,655,844)	(59,603)	0.3%
*Restated due to implementation of GASB 87							
Impact of GASB 68/75 on operating expenses	(10,985,414)	(3,982,981)					

FY24 Campus Budget Update with Tuition Discussion



FY24 Incremental E&G Budget - V.5.0
Colorado State University - Fort Collins
Thursday, April 20, 2023

Tuition Rate = 4%
State = 11.4%
Salary = 5%

1	New Resources		
2	Tuition		
3	Enrollment Growth		
4	Increase in FTE	\$	-
5	Undergraduate		3,518,000
6	Graduate	\$	600,000
7	Pandemic Enrollment Revenue		4,000,000
8	Undergraduate Rate Increase		
9	Resident - 4%		5,764,000
10	Non-Resident - 4%		8,225,000
11	Graduate Rate Increase		
12	Resident - 3%		466,000
13	Non-Resident - 3%		680,000
14	Professional Veterinary Medicine Rate Increase		857,000
15	Differential Tuition		378,000
16	Total Tuition	\$	24,488,000
17	State Funding Impact - FFS		10,337,000
18	State Funding Impact - SEP		9,280,000
19	Facilities and Administrative Overhead		3,167,000
20	Total New Resources	\$	47,272,000
21			
22	Financial Aid		4,230,000
23	Net New Resources	\$	43,042,000
24	New Expenses		
25	Multi-Year Central Investments in Strategic Initiatives	\$	3,385,000
26	Faculty/Staff Compensation		27,513,000
27	Academic Incentive Funding		1,665,000
28	Mandatory Costs		5,286,000
29	Quality Enhancements		6,116,000
30	Budget Reallocation		(4,083,000)
31			
32	Total New Expenses	\$	39,882,000
33			
34	Net New Incremental Budget Resources	\$	3,160,000
35	FY23 Structural Budget Deficit	\$	(5,871,000)
36	Total Base Budget Overage (Shortfall)	\$	(2,711,000)

1% RUG Increase = student share \$99/yr.
1% Increase NRUG = student share \$298.61/yr.

Base Assumptions

Resident Undergraduate 4%, \$396/yr.
Non-Resident Undergraduate 4%; \$1,194/yr.
Resident Graduate 3%; \$325/yr. and Resident Professional Veterinary Medicine 4%; \$1,457/yr.
Non-Resident Graduate 3%; \$797/yr. and Non-Resident Professional Veterinary Medicine 1%; \$607/yr.
Differential Tuition - UG ~ 4% (est. round to whole number)
Salary Increases Faculty/AP - Merit -5%
Salary Increases SC - 5%
Salary Increases Grads - 5%
Preliminary Mandatory Student Fees - 2.0%

CSU-Fort Collins Revised Funding Shortfall (Budget)

	Original Budget FY20	Original Budget FY21	Adjusted FY21	Original Budget FY22	Original Budget FY23	Projected Results FY23	4% Tuition FY24 - Incremental
Resources:							
1 Student tuition and fees (Less COF)							
2 Enrollment Growth (UG)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,118,000
3 Tuition Rate	-	-	-	-	-	-	16,370,000
4	\$ 436,191,460	\$ 403,179,642	\$ 411,985,642	\$ 426,084,644	\$ 447,324,533	\$ 455,443,000	\$ 24,488,000
5 State fee for service revenue (with COF)							
6 State Funding	\$ 149,975,416	\$ 62,803,527	\$ 57,947,681	\$ 160,802,000	\$ 178,077,467	\$ 178,077,467	\$ 19,617,000
7 CARES (1X)	-	79,554,679	84,410,525	-	-	-	-
8	\$ 149,975,416	\$ 142,358,206	\$ 142,358,206	\$ 160,802,000	\$ 178,077,467	\$ 178,077,467	\$ 19,617,000
9 Grants and contracts							
10 Direct	\$ 308,704,707	\$ 308,882,948	\$ 308,882,948	\$ 359,172,000	\$ 384,187,730	\$ 384,188,000	\$ -
11 Indirect (F&A)	54,000,000	54,000,000	54,000,000	55,000,000	59,000,000	59,000,000	3,167,000
12	\$ 362,704,707	\$ 362,882,948	\$ 362,882,948	\$ 414,172,000	\$ 443,187,730	\$ 443,188,000	\$ 3,167,000
13 Sales and services of educational activities							
14 PVM, AES, CES - Cash Operations	\$ 59,746,799	\$ 46,115,152	\$ 46,115,152	\$ 54,682,000	\$ 60,999,257	\$ 60,999,000	\$ -
15							
16 Auxiliary enterprises							
17 Housing and Dining Services	\$ 93,683,100	\$ 48,176,800	\$ 48,176,800	\$ 83,175,000	\$ 90,940,200	\$ 90,940,000	\$ -
18 Lory Student Center	32,281,300	26,624,500	26,624,500	27,026,000	28,672,800	28,672,800	-
19 Athletics	48,436,866	33,756,740	33,756,740	46,507,000	48,004,883	48,005,000	-
20 Other (CSUHN, Parking, Campus Rec, STUORG)	74,539,472	64,254,555	64,254,555	60,751,000	73,580,118	73,580,000	-
21	\$ 248,940,738	\$ 172,812,595	\$ 172,812,595	\$ 217,459,000	\$ 241,198,001	\$ 241,197,800	\$ -
22 Other operating revenue							
23 Seedling Tree, GENOPS, Continuing Ed	\$ 66,242,932	\$ 63,616,006	\$ 63,616,006	\$ 72,430,000	\$ 62,622,300	\$ 62,622,000	\$ -
24 Total Resources	\$ 1,323,802,052	\$ 1,190,964,549	\$ 1,199,770,549	\$ 1,345,630,000	\$ 1,433,409,000	\$ 1,441,527,267	\$ 47,272,000
25 Expenses:							
26 Total Expenses (includes Financial Aid)	\$ 1,323,802,052	\$ 1,246,783,549	\$ 1,246,783,549	\$ 1,360,532,000	\$ 1,439,279,824	\$ 1,439,280,000	\$ (40,029,000)
COVID Expenses (Screening, testing, contract tracing, 27 quarantine, revenue losses)	-	-	14,703,813	-	-	2,000,000	-
28 Permanent Base Reductions/Salary Reinvestment	-	(17,000,000)	(17,000,000)	(1,998,000)	-	-	(4,083,000)
29 System Office Reallocation	-	(550,000)	(550,000)	-	-	-	-
30 Total Expenses	\$ 1,323,802,052	\$ 1,229,233,549	\$ 1,243,937,362	\$ 1,358,534,000	\$ 1,439,279,824	\$ 1,441,280,000	\$ (44,112,000)
31							
32 Net General Fund Impact	\$ -	\$ (38,269,000)	\$ (44,166,813)	\$ (12,904,000)	\$ (5,870,824)	\$ 247,267	\$ 3,160,000
33							
34 Less: Structural Budget Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,871,000)
35 Less: One-Time FY21 Resources	-	-	-	-	-	-	-
36 Planned Board Reserve Draw	-	20,000,000	-	-	-	-	-
37 Planned Scoop & Toss Draw	-	18,269,000	-	-	-	-	-
38 HEERF II	-	-	19,449,668	-	-	-	-
39 HEERF III	-	-	24,717,145	-	-	-	-
40	\$ -	\$ 38,269,000	\$ 44,166,813	\$ -	\$ -	\$ -	\$ (5,871,000)
41							
42 Net Shortfall	\$ -	\$ -	\$ -	\$ (12,904,000)	\$ (5,870,824)	\$ 247,267	\$ (2,711,000)

FY 2024 Incremental E&G Budget - V.3.2
Colorado State University Pueblo

April 20, 2023

UGResTuition: 3%; State:
 10.6%; Salary inc: 5% ALL

New Resources		
	Tuition	
	Undergraduate Rate Increase:	
1	Undergraduate Resident Tuition	\$ 504,000
2	Non-Resident (includes TWOLF & WUE rate)	304,000
3	Undergraduate Differential Tuition	19,000
	Graduate Rate Increase:	
4	Graduate Resident Tuition	\$ 175,000
5	Graduate Differential Tuition	10,000
6	Projected Enrollment Revenue Change (-3%)	(750,000)
7	Total Tuition	<u>262,000</u>
8	State Funding Impact	\$ 2,570,000
9	Other Resources (estimate)	1,110,000
10	Total New Resources	\$ <u>3,942,000</u>
11	Financial Aid	66,000
12	Net New Resources	\$ <u>3,880,000</u>
New Expenses		
13	Expense Reduction (savings from compensation management)	(1,000,000)
14	Faculty/Staff Comp (includes Fac/AP/SC ,fringe & Equity increases)	\$ 1,730,000
15	Mandatory Costs	\$ 1,420,000
16	Total New Expenses	\$ <u>2,150,000</u>
17	Net	\$ <u>1,730,000</u>
Structural Deficit		
18	FY23 Budget Shortfall (includes FY23 Incremental Net Change)	\$ (2,723,000)
19	One-time Budget Resources (EG Fund Balance)	\$ 1,000,000
20	Total Net Shortfall	\$ <u>-</u>

Tuition Increase: 3% Ugrad Res; 7% Ugrad Nres; 19% Grad Res; -24% Grad Nres; In FY21, ugrad nres rate was reduced to WUE rate. The 7% is necessary for a phased in approach that will get us back to a standard non-resident rate and give more of a differentiation between WUE and non-residents.

3% decline in ug and 0% grad enrollment

Spring Melt = 11%

Salary Increase Faculty / Administrative Professionals (5%)

Salary Increase State Classified Staff (5 %)

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

Colorado State University Pueblo All Funds Summary

	Original		Adjusted		Original		Adjusted		Original		Projected Results		3% Res UG Tuition Increase; 10.6% State funding	3% Res UG Tuition Increase; 10.6% State funding
	FY21	FY21	FY21	FY21	FY22	FY22	FY22	FY22	FY23	FY23	FY23	FY23	FY24 - Estimate	Est \$ Change FY23 to FY24
Resources:														
1	Student Tuition and Fees (less COF) ¹													
2	Enrollment Change (UG & GR)												(750,000)	(750,000)
3	Tuition Rate												1,012,000	1,012,000
4		\$ 39,551,124	\$ 40,651,124	\$ 41,559,927	\$ 38,850,783	\$ 38,932,783	\$ 38,932,783	\$ 38,932,783	\$ 39,194,783	\$ 39,194,783	\$ 39,194,783	\$ 39,194,783	\$ 262,000	\$ 262,000
5	State Fee for Service Revenue (with COF)													
6	State Funding			22,541,141	22,541,141	24,283,024	24,283,024	24,283,024	24,283,024	24,283,024	24,283,024	24,283,024	26,853,053	2,570,029
7	CARES/HEERF (1X) ²	10,849,369	5,993,523											
8	FFS (1X) ²		4,855,846											
9		\$ 19,793,695	\$ 19,793,695	\$ 22,541,141	\$ 22,541,141	\$ 24,283,024	\$ 24,283,024	\$ 24,283,024	\$ 24,283,024	\$ 24,283,024	\$ 24,283,024	\$ 24,283,024	\$ 26,853,053	\$ 2,570,029
10	Sales and Services of Educational Activities													
11	Fee Revenue (transcripts other processing fees)	\$ 630,000	\$ 525,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ -
12	Auxiliary Enterprises													
13	Housing and Dining Services	5,605,249	4,400,000	4,939,156	4,939,156	4,939,156	4,939,156	4,939,156	4,939,156	4,939,156	4,939,156	4,939,156	4,939,156	-
14	Occhiato Student Center	146,500	-	148,000	148,000	148,000	148,000	148,000	148,000	148,000	148,000	148,000	148,000	-
15	Athletics	6,521,740	6,026,740	7,301,990	7,301,990	7,301,990	7,301,990	7,301,990	7,301,990	7,301,990	7,301,990	7,301,990	7,301,990	-
16	Other (Parking, Student Rec Center)	1,829,100	1,300,084	1,838,100	1,838,100	1,838,100	1,838,100	1,838,100	1,838,100	1,838,100	1,838,100	1,838,100	1,838,100	-
		\$ 16,739,105	\$ 11,726,824	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ 14,227,246	\$ -
17	Other Operating Revenue													
18	Board Support(Housing Debt Service)	2,636,516	2,000,000	2,790,856	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000	-
19	Extended Studies Transfer	1,155,000	1,250,000	1,500,000	1,500,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	4,410,000	1,110,000
20	Permanent Increase of ES Transfer				1,300,000									
21	Total Resources	\$ 80,505,440	\$ 75,946,643	\$ 83,169,170	\$ 82,169,170	\$ 84,493,053	\$ 84,493,053	\$ 84,493,053	\$ 84,493,053	\$ 84,493,053	\$ 84,493,053	\$ 84,493,053	\$ 88,435,082	\$ 3,942,029
Expenses														
22	Total Expenses (includes Financial Aid)	\$ 86,856,335	\$ 80,002,714	\$ 86,641,838	\$ 85,641,838	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 89,431,722	2,216,000
23	COVID Expenses (Screening, testing, etc.)		3,301,638											
24	Permanent Base Reductions													
25	Total	\$ 86,856,335	\$ 83,304,352	\$ 86,641,838	\$ 85,641,838	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 87,215,722	\$ 89,431,722	\$ 2,216,000
26	Net Impact resources less expenses	\$ (6,350,895)	\$ (7,357,709)	\$ (3,472,668)	\$ (3,472,668)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (1,000,000)	\$ 1,730,000
27	Less Structural Budget Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,723,000)
28	One-Time Resources													
29	Planned Board Reserve Deployment	3,000,000												
30	Planned Strategic Financing Resources	3,350,895												
31	HEERF II&III		7,357,709											
32	HEERF III			3,472,668	3,472,668									
33	EG Fund Balance													1,000,000
34		6,350,895	7,357,709	3,472,668	3,472,668									
35	Total Net Shortfall	\$ -	\$ -	\$ -	\$ -	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (2,723,000)	\$ (1,000,000)	\$ -

¹ Includes all tuition revenue including Extended Studies

² A reallocation in CARES funding reduces this to \$5,993,523; difference made up with Fee for Service Funds.

CSU System Treasury



CSU SYSTEM TREASURY PERFORMANCE

Colorado State University System									
Operating Portfolio									
March 31, 2023									
	Market Value				Gain/Loss Since Inception	Returns			
	March 31, 2022	Sept 30, 2022	Dec 31, 2022	March 31, 2023		Last Quarter	Last 6 months	Last Year	
Tier 1									
State Treasury Pool *	539,363,551	555,531,531	302,177,291	415,414,683		2.98%	2.79%	2.27%	
Less scoop and toss cash ⁽¹⁾	(150,741,121)	(174,769,914)	(561,644)	(53,061,916)					
State Treasury Pool Actual	388,622,431	380,761,617	301,615,648	362,352,767					
US Treasuries ⁽¹⁾									
Money Market Funds	61,332,862	61,521,237	61,878,168	62,504,354		0.70%	1.45%	1.93%	
3-mo T-Bill						1.07%	1.93%	2.50%	
Tier 2									
Separately Managed - BBH	57,635,390	55,879,831	56,614,299	55,611,583	611,583	1.85%	3.26%	0.21%	
Bloomberg Gov/Cred 1-5 Yr						1.82%	3.04%	-0.33%	
Tier 3									
Fidelity 500 Index	121,103,357	96,634,697	103,936,274	111,442,630	39,242,630	7.22%	15.32%	-7.98%	
S&P 500 Index						7.50%	15.62%	-7.73%	
Vanguard Extended Market Index	34,931,308	26,954,321	28,333,184	29,990,618	5,890,618	5.85%	11.26%	-14.14%	
Vanguard Spliced Ext Mkt Index						5.80%	11.17%	-14.27%	
Vanguard Total Intl Stock Index	83,202,841	64,880,245	74,428,724	79,378,923	10,778,923	6.65%	22.35%	-4.60%	
Vanguard Spliced Intl Index						6.42%	21.47%	-5.71%	
Separately Managed - PGIM	108,298,370	97,187,942	99,296,772	102,268,714	(2,912,058)	3.36%	5.69%	-5.11%	
Bloomberg Aggregate						2.96%	4.89%	-4.78%	
Total Operating Less State Treasury Pool	\$ 466,504,127	\$ 403,058,272	\$ 424,487,420	\$ 441,196,822	\$ 53,611,695	4.46%	10.07%	-4.85%	
Total Operating Portfolio	\$ 855,126,558	\$ 783,819,890	\$ 726,103,068	\$ 803,549,589	\$ 53,611,695				
Less \$21M Rural Colorado and Student Success Initiatives (\$8.5M funded to date)					(12,500,000)				
Less \$1.5M Presidential Separation (funded March 2023)					-				
Less Interest Earnings Distributed to CSU-Fort Collins					(18,409,671)				
Total Undistributed Gain/Loss					\$ 22,702,024				
*Return represents "net credit rate" from State Treasury Pool									
⁽¹⁾ \$175M of scoop and toss cash invested in a Treasury Note in November 2022									

Investment Objectives

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

Tier 1

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

Tier 2

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

Tier 3

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



CSU System Treasury Update

- Operating Portfolio Performance less State Treasurer Pool (daily liquidity)
 - Market value as of March 31, 2023: \$441,196,822
 - -4.85% return for the last year (April 2022 – March 2023)
 - 10.07% return for the last 6 months (September 2022 – March 2023)
 - 4.46% return for the last quarter (January – March 2023)
- The State Treasurer Pool distributed a “net credited rate” of 2.27% over the last year (April 2022- March 2023). As of March 31, 2023, there was \$53M of scoop and toss cash at the State Treasury and \$178.5M invested in a Treasury Note. Maturity of the \$230M scoop and toss debt is March 1, 2024.
- The portfolio reflects \$53.6M in net gains since inception, July 2018. Of prior gains, \$10M was liquidated in February 2023. \$22.7M of undistributed gains remain after other obligations. Some notes on the gains:
 - \$21M earmarked for Board of Governors’ initiatives (Rural Colorado and Student Success). \$8.5M liquidated for current implementation. Remainder will stay invested until cash needs are closer in time.
 - \$1.5M has been liquidated and paid to fund the presidential separation for Joyce McConnell in March 2023
 - \$18.4M has been distributed to CSU-Fort Collins in interest earnings
- The Investment Advisory Committee met April 26, 2023

Twenty Third Supplemental Bond Resolution – Amended and Restated

- Authorizes the refunding of up to \$225M of Tender Offer Bonds
 - Not to exceed true interest cost of 5.5%
 - Bonds maturing no later than March 2055
 - Resulting in no less than an aggregate 3% NPV principal savings
- Updates the ISDA Master Agreement for the SWAPs between Royal Bank of Canada and CSU

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

**AMENDED AND RESTATED
TWENTY THIRD SUPPLEMENTAL RESOLUTION**

Authorizing the issuance of one or more series of:

Board of Governors of the Colorado State University System
System Enterprise Revenue Refunding Bonds
Series 2023A

ARTICLE I
DEFINITIONS

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

ARTICLE II
AUTHORIZATION OF REFUNDING PROJECT
AND CERTAIN RELATED DOCUMENTS

Section 2.01.	Authority for Resolution.....	5
Section 2.02.	Necessity of the Refunding Project and Series 2023A Bonds.....	6
Section 2.03.	Authorization of the Refunding Project.....	6
Section 2.04.	Provision for Sale of Series 2023A Bonds and Execution of Purchase Contract.....	6
Section 2.05.	Execution of Paying Agency Agreement and Escrow Agreement.....	6
Section 2.06.	Approval and Use of Preliminary Official Statement and Official Statement; Rule 15c2-12; Continuing Disclosure Undertaking.....	6
Section 2.07.	Bond Insurance.....	7
Section 2.08.	Execution of Documents.....	7

ARTICLE III
AUTHORIZATION AND TERMS OF SERIES 2023A BONDS

Section 3.01.	Authorization of Series 2023A Bonds.....	7
Section 3.02.	Purposes.....	8
Section 3.03.	Terms of Series 2023A Bonds, Generally.....	8
Section 3.04.	Payment of Bond Requirements.....	10
Section 3.05.	Bond Form.....	10
Section 3.06.	State Tax Exemption.....	11

ARTICLE IV
REDEMPTION OF SERIES 2023A BONDS

Section 4.01.	Optional Redemption or Make Whole Redemption.....	11
Section 4.02.	Mandatory Sinking Fund.....	11
Section 4.03.	Selection of Series 2023A Bonds for Redemption.....	11
Section 4.04.	Redemption Procedures.....	11
Section 4.05.	Notice of Redemption.....	12

Table of Contents
(continued)

Page

Section 4.06. Tender and Purchase 12

ARTICLE V
ISSUANCE OF SERIES 2023A BONDS
AND USE OF SERIES 2023A BOND PROCEEDS

Section 5.01. Series 2023A Bond Preparation, Execution and Delivery 12
Section 5.02. Disposition of Series 2023A Bond Proceeds 12
Section 5.03. Purchaser Not Responsible 12

ARTICLE VI
ESTABLISHMENT OF CERTAIN ACCOUNTS

Section 6.01. Establishment of Certain Accounts 13

ARTICLE VII
FEDERAL TAX LAW MATTERS

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

ARTICLE VIII
MISCELLANEOUS

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

EXHIBIT A FORM OF SERIES 2023A BONDS [TO BE MODIFIED FOR EACH
SERIES]

AMENDED AND RESTATED TWENTY THIRD SUPPLEMENTAL RESOLUTION

WITNESSETH:

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

WHEREAS, on October 7, 2022, the Board adopted the Twenty Third Supplemental Resolution pursuant to and in accordance with the Master Resolution; and

WHEREAS, the Refunding Bonds contemplated by such Twenty Third Supplemental Resolution were not issued and the Board now desires to amend and restate such Twenty Third Supplemental Resolution in its entirety; and

WHEREAS, all references herein to the Twenty Third Supplemental Resolution shall mean this Amended and Restated Twenty Third Supplemental Resolution as adopted on the date set forth below; and

WHEREAS, the Board has determined to authorize hereby the issuance of Bonds, in one or more series or subseries, to be designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2023A” (referred to herein as the “Refunding Bonds” or the “Series 2023A Bonds”) for the purposes of (a) defraying the cost of financing the Refunding Project, as further described herein; and (b) paying certain costs relating to the issuance thereof, in accordance with and as provided by the Master Resolution and this Twenty Third Supplemental Resolution; and

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

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

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

ARTICLE I

DEFINITIONS

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

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

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

“*Bond Insurance Policy*” means the municipal bond new issue insurance policy issued by the Bond Insurer, if any, that guarantees payment of principal of and interest on all or a portion of the Series 2023A Bonds.

“*Bond Insurer*” means such municipal bond insurance company, if any, as shall be selected to provide credit enhancement with respect to all or any portion of the Series 2023A Bonds, as designated in the Pricing Certificate.

“*Continuing Disclosure Undertaking*” means any Continuing Disclosure Undertaking of the Board with respect to the Series 2023A Bonds authorized in Section 2.06 hereof; provided, however, that the Continuing Disclosure Undertaking may refer to multiple undertakings in the event the Series 2023A Bonds are issued in more than one series.

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

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

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

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

“*Financial Consultant*” means, with respect to the Series 2023A Bonds, North Slope Capital Advisors, Denver, Colorado, in its capacity as municipal advisor, and any successor thereto.

“*Interest Payment Date*” means (a) each March 1 and September 1, commencing on the date or dates set forth in the Pricing Certificate with respect to the Series 2023A Bonds; (b) any other date or dates that interest is due and payable with respect to the Series 2023A Bonds as set forth in the Pricing Certificate with respect to the Series 2023A Bonds; and (c) the final maturity date of or any redemption date of each Series 2023A Bonds.

“*Issue Date*” means the date or dates (in the event the Series 2023A Bonds are issued in more than one series) on which the Series 2023A Bonds are first delivered to the initial purchasers thereof against payment therefor.

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

“*Official Statement*” means any final Official Statement relating to the Series 2023A Bonds, including any supplements thereto; provided, however, that the Official Statement may refer to multiple Official Statements in the event the Series 2023A Bonds are issued in more than one series.

“*Paying Agency Agreement*” means the Paying Agency, Transfer Agency and Bond Registrar Agreement, by and between the Board and the Paying Agent relating to the Series 2023A Bonds; provided, however, that the Paying Agent Agreement may refer to multiple agreements in the event the Series 2023A Bonds are issued in more than one series.

“*Paying Agent*” means Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, acting as agent of the Board for the payment of the principal of, premium, if any, and interest on the Series 2023A Bonds, and any successor thereto.

“*Preliminary Official Statement*” means any Preliminary Official Statement relating to the Series 2023A Bonds, including any supplements thereto; provided, however, that the Preliminary Official Statement may refer to multiple Preliminary Official Statements in the event the Series 2023A Bonds are issued in more than one series.

“*Pricing Certificate*” means a certificate executed by the Board Representative and evidencing the determinations made pursuant to Section 3.03(b) of this Twenty Third Supplemental Resolution; provided, however, that the Pricing Certificate may refer to multiple certificates, in the event the Series 2023A Bonds are issued in more than one series, and provided further that the provisions of any Pricing Certificate shall be deemed to be incorporated into this Twenty Third Supplemental Resolution.

“*Purchase Contract*” means any purchase contract or bond purchase agreement relating to the Series 2023A Bonds between the Board and the Underwriters; provided, however, that the Purchase Contract may refer to multiple contracts or agreements in the event the Series 2023A Bonds are issued in more than one series.

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

“*Refunding Bonds*” or “*Series 2023A Bonds*” means the Bonds issued in one or more series or subseries hereunder and designated as “The Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2023A,” and as more particularly designated in the Pricing Certificate.

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

“*Registrar*” means the Paying Agent acting as agent of the Board for the registration of the Series 2023A Bonds, and any successor thereto.

“*Regular Record Date*” means the close of business on the fifteenth day (whether or not a Business Day) of the calendar month next preceding each regularly scheduled Interest Payment Date for the Series 2023A Bonds.

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

“*State*” means the State of Colorado.

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

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

“*Taxable Obligation*” means any Series 2023A Bonds the interest on which is not excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2023A Bonds, shall be determined by the Board Representative, in accordance with the Article VII hereof titled “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Tax Certificate*” means the Tax Certificate relating to the Series 2023A Bonds, executed by the Board on the date of issuance of the Series 2023A Bonds; provided, however, that the Tax Certificate may refer to multiple tax compliance certificates executed in connection with the Series 2023A Bonds.

“*Tax Exempt Obligation*” means any Series 2023A Bonds the interest on which is excludable from gross income of the holder thereof for federal income tax purposes, which, with respect to the Series 2023A Bonds, shall be determined by the Board Representative, in accordance with Article VII hereof title “FEDERAL TAX LAW MATTERS” and set forth in the Pricing Certificate.

“*Twenty Third Supplemental Resolution*” means this Amended and Restated Twenty Third Supplemental Resolution adopted by the Board on May __, 2023.

“*Underwriters*” means, in the determination of the Board, any combination of investment banking firms, financial institutions or commercial banks selected by the Board, acting as underwriters, direct purchasers or lenders in connection with the sale of the Series 2023A Bonds.

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

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

(b) Any Series 2023A Bond held by the Board shall not be deemed to be Outstanding for the purpose of redemption, for the purpose of consents hereunder or for any other purpose.

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

Section 1.04. Parties Interested Herein. Except as otherwise expressly provided in the Resolution, nothing expressed or implied in the Resolution is intended or shall be construed to confer upon or to give to any Person, other than the System, the Board, the Paying Agent, the Bond Insurer, if any, and the owners from time to time of the Series 2023A Bonds, any right, remedy or claim under or by reason hereof or any covenant, condition or stipulation hereof. All the covenants, stipulations, promises and agreements set forth herein by and on behalf of the System shall be for the sole and exclusive benefit of the System, the Board, the Paying Agent, the Bond Insurer, if any, and the owners from time to time of the Series 2023A Bonds.

Section 1.05. Ratification. All action heretofore taken (not inconsistent with the provisions of the Resolution) by the officers of the Board, the officers of the System, the Financial Consultant, and otherwise by the Board directed toward the Refunding Project and the issuance, sale and delivery of the Series 2023A Bonds for such purposes, be, and the same hereby is, ratified, approved and confirmed, including, without limitation, the sale of the Series 2023A Bonds as provided in the Purchase Contract and the preparation and distribution of the Preliminary Official Statement and final Official Statement in connection therewith.

Section 1.06. Resolution Irrepealable. After any Series 2023A Bonds are issued, the Resolution shall constitute an irrevocable contract between the Board and owners of the Series 2023A Bonds; and the Resolution shall be and remain irrepealable until the Series 2023A Bonds and the interest thereon shall be fully paid, as herein provided.

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

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

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

ARTICLE II

AUTHORIZATION OF REFUNDING PROJECT AND CERTAIN RELATED DOCUMENTS

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

Section 2.02. Necessity of the Refunding Project and Series 2023A Bonds. It is necessary and in the best interests of the Board and the System that the Board undertake the Refunding Project as herein authorized and obtain funds therefor by issuing the Series 2023A Bonds; and the Board hereby so determines and declares.

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

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

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

In connection with the Refunding Project, the Board approves inviting tenders of certain of its Outstanding Bonds (the "Tender Offer"). All documents necessary to conduct the Tender Offer are hereby approved by the Board (the "Tender Documents"). A portion of the Series 2023A Bonds may be used to fund the Tender Offer. A Board Representative is hereby authorized to determine the tender prices (the "Tender Price") for any Bonds tendered pursuant to the Tender Offer.

Section 2.04. Provision for Sale of Series 2023A Bonds and Execution of Purchase Contract. The Board Representative and the officers of the Board, or any of them, are hereby authorized, for and on behalf of the Board, to accept and execute the Purchase Contract submitted by the Underwriters for the purchase of the Series 2023A Bonds, in substantially the form filed with the Board on or following the date of adoption of this Twenty Third Supplemental Resolution, bearing interest at the rates therein designated and otherwise upon the terms and conditions

provided in this Twenty Third Supplemental Resolution, the Pricing Certificate and such Purchase Contract.

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

Section 2.06. Approval and Use of Preliminary Official Statement and Official Statement; Rule 15c2-12; Continuing Disclosure Undertaking. The distribution and use of a Preliminary Official Statement relating to the Series 2023A Bonds, in substantially the form filed with the Board on or following the date of adoption of this Twenty Third Supplemental Resolution, is hereby approved with such changes as may be necessary for the sale of the Series 2023A Bonds. The Chair of the Board, the Chancellor of the System and/or the Board Representative is each hereby authorized, directed and empowered to determine when such Preliminary Official Statement may be deemed final within the meaning of Securities and Exchange Rule 15c2-12, subject to permitted omissions, and thereupon to give a certificate to such effect. The Chair of the Board, the Chancellor of the System and/or the Board Representative is each hereby authorized to execute and deliver the final Official Statement relating to the Series 2023A Bonds and the Underwriters may thereafter distribute the same. The appropriate officers of the Board and the System are hereby authorized to complete and execute the Continuing Disclosure Undertaking on behalf of and in the name of the Board, in substantially the form attached to the Preliminary Official Statement.

Section 2.07. Bond Insurance. In the event that it is determined to obtain a municipal bond insurance policy insuring the payment when due of the principal of and interest on all or a portion of the Series 2023A Bonds, as provided in Section 3.03(b)(ii) hereof and the Pricing Certificate, the completion, execution and delivery of all documents relating to and required or necessary in connection with such municipal bond insurance policy by the appropriate officers of the Board and the System are hereby authorized and approved. To the extent provided therein, the provisions of any agreement between the Board and the Bond Insurer, as contemplated in this Section 2.08, shall be deemed to be incorporated in this Twenty Third Supplemental Resolution and shall be enforceable as if set forth herein.

Section 2.08. Execution of Documents. The following individuals, namely: the Chair of the Board, the Secretary of the Board, the Chancellor of the System, General Counsel to the System, the Chief Financial Officer of the System, the Treasurer of the System and the CSU Controller (and any other officers authorized by law to act on their behalf in their absence) are hereby each authorized to execute and deliver, this Twenty Third Supplemental Resolution, and, as appropriate in connection with each series of Series 2023A Bonds issued hereunder, the Purchase Contract, the Pricing Certificate, the Paying Agency Agreement, the Escrow Agreement, the Continuing Disclosure Undertaking, the Official Statement, the Tender Documents, any documents required in connection with any Credit Enhanced Bonds, and any other documents or certificates necessary or appropriate to close the sale of the Series 2023A Bonds and all related transactions and to take any action with respect to any matter required to accomplish the same.

Any documents, agreements, confirmations and certificates executed, or to be executed, in connection with or related to the ISDA Master Agreement, dated as of January 5, 2018, as amended and supplemented from time to time (the “Swap Documents”), by and between the Board and the Royal Bank of Canada, are hereby ratified, authorized and approved. A Board Representative is hereby authorized and directed to execute any such documents, agreements, confirmations and certificates.

In the event that any Board Representative or any other officer that is authorized or directed to execute any agreement, assignment, instrument, document or certificate, including the Series 2023A Bonds, in accordance with this Twenty Third Supplemental Resolution (collectively, the “Authorized Documents”) is not able to be physically present to manually sign any such Authorized Document, such individual or individuals are hereby authorized to execute Authorized Documents electronically via facsimile or email signature. Any electronic signature so affixed to any Authorized Document shall carry the full legal force and effect of any original, handwritten signature. This provision is made pursuant to Article 71.3 of Title 24, C.R.S., also known as the Uniform Electronic Transactions Act.

ARTICLE III

AUTHORIZATION AND TERMS OF SERIES 2023A BONDS

Section 3.01. Authorization of Series 2023A Bonds. Pursuant to the provisions of the Master Resolution, there is hereby authorized the borrowing of funds, and to evidence such borrowing there are hereby authorized one or more series Bonds of the Board designated “The Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2023A,” or as more particularly designated in the Pricing Certificate, including the year of issuance. If, in accordance with the Article VII titled “FEDERAL TAX LAW MATTERS,” the Board Representative shall determine that any series of Series 2023A Bonds shall constitute a Taxable Obligation, the title of such series shall further include the following: “Taxable.” The full title of any and all series of bonds issued hereunder shall be determined by the Board Representative in accordance with the foregoing, and shall be set forth in the Pricing Certificate.

Section 3.02. Purposes. The Series 2023A Bonds are authorized for the purposes of funding the Refunding Project and paying certain costs of issuance relating to the Series 2023A Bonds, all as more specifically provided in Article V hereof.

Section 3.03. Terms of Series 2023A Bonds, Generally.

(a) **Registered Form; Numbers and Date.** The Series 2023A Bonds shall be issued in fully registered form and shall be numbered from one upward in consecutive numerical order preceded by the letter “R.” The registered Owner of all Series 2023A Bonds shall be a Securities Depository in accordance with the Master Resolution. The Series 2023A Bonds shall be dated the Issue Date.

(b) **Principal Amounts; Maturities; Interest Rates.** The Series 2023A Bonds shall mature, subject to the right of prior redemption as provided in Article IV hereof, on

the dates and in the aggregate principal amounts, and shall bear interest, payable on each Interest Payment Date, as provided below:

(i) *Parameters.* Any Series 2023A Bonds, issued in one or more series or subseries, shall be issued in an aggregate principal amount not to exceed \$225,000,000 for the Refunding Project. Any Series 2023A Bonds, issued in one or more series or subseries as fixed rate obligations, shall bear interest at such taxable and/or tax exempt rate or rates resulting in a true interest cost not exceeding 5.50% with respect to any debt issued hereunder. Notwithstanding the foregoing, Credit Enhanced Bonds or Series 2023A Bonds issued with a variable, adjustable, convertible or similar interest rate may have a maximum interest rate not in excess of 18% per annum. Any Series 2023A Bonds may mature as term bonds or serial bonds, or both, not later than March 1, 2055. The Refunding Project shall result in no less than an aggregate 3% present value savings measured by the principal amount refunded.

(ii) *Delegated Powers.* The Board Representative is authorized, without further approval of the Board, to make any and all determinations listed in Section 11-57-205(1), Colorado Revised Statutes, as amended, provided such determinations are not inconsistent with the standards set forth in this Twenty Third Supplemental Resolution. In furtherance thereof, the Board Representative is hereby authorized, without further approval of the Board, to determine in conformity with the standards set forth in this Twenty Third Supplemental Resolution and after the Series 2023A Bonds have been priced in the market: (A) the final designation of one or more series or subseries of the Series 2023A Bonds; (B) the principal amount of each series or subseries of the Series 2023A Bonds; (C) the coupon interest rate or rates (whether fixed or variable, adjustable, convertible or similar interest rate) on the Series 2023A Bonds; (D) the maturity or maturities of the Series 2023A Bonds (any of which may include Series 2023A Bonds bearing different interest rates) and the amount and date of any mandatory sinking fund redemption; (E) provisions for the optional, mandatory or extraordinary redemption or tender of any or all of the Series 2023A Bonds prior to maturity; (F) the purchase price of the Series 2023A Bonds; (G) whether the Series 2023A Bonds will constitute Tax Exempt Obligations, Taxable Obligations, and the other matters set forth in Article VII hereof entitled "FEDERAL TAX LAW MATTERS"; (H) whether or not to utilize bond insurance, a Credit Facility or a debt service reserve policy for the Series 2023A Bonds and the execution of all agreements, documents and certificates in connection therewith; (I) whether or not the Series 2023A Bonds will be sold pursuant to a negotiated sale, a competitive sale or direct placement; all as may be necessary to effect the Refunding Project in a manner consistent with this Twenty Third Supplemental Resolution; including the estimated true interest cost of the Series 2023A Bonds and the Underwriter's or purchaser's discount or fee relating to the Series 2023A Bonds; (J) which Outstanding Bonds, if any, will be refunded; (K) whether or not to qualify any of the Series 2023A Bonds under the State Intercept Program; and (L) whether or not to accept any

Tender Offers at the Tender Prices bid. The Board Representative is also authorized, without further approval of the Board to appoint a different Paying Agent or Escrow Agent that are named herein if that is determined by the Board Representative to be favorable to the Board. The determinations described herein shall be evidenced by a Pricing Certificate filed with the Board, and except as otherwise expressly provided herein or in the Master Resolution, the terms of the Series 2023A Bonds shall be as set forth in the Pricing Certificate and incorporated by reference into this Twenty Third Supplemental Resolution.

(c) ***Authorized Denominations.*** The Series 2023A Bonds shall be issued in Authorized Denominations.

(d) ***Computation of Interest.*** Each Series 2023A Bond shall bear interest at the applicable rate in accordance with Section 3.03(b) hereof, (i) from the date of authentication, if authenticated on an Interest Payment Date to which interest has been paid or duly provided for; or (ii) from the last preceding Interest Payment Date to which interest has been paid or duly provided for (or the Issue Date if no interest thereon has been paid or duly provided for) in all other cases. The amount of interest so payable on Series 2023A Bonds on any Interest Payment Date shall be computed on the basis of a 360-day year of twelve 30-day months, unless an alternative computational convention is set forth in the Pricing Certificate.

(e) ***Appointment of Escrow Agent and Paying Agent and Registrar.*** Zions Bancorporation, National Association (formerly, Zions First National Bank), is hereby appointed the Escrow Agent and Zions Bancorporation, National Association (formerly, Zions First National Bank) is hereby appointed the Paying Agent.

Section 3.04. Payment of Bond Requirements.

(a) ***Principal and Final Interest.*** The principal or Redemption Price of and the final interest payment on any Series 2023A Bond shall be payable to the owner thereof as shown on the registration books maintained by the Registrar upon maturity or prior redemption thereof and upon presentation and surrender at the principal office of the Paying Agent. If any Series 2023A Bond shall not be paid upon such presentation and surrender at or after maturity, it shall continue to draw interest (but without compounding of interest) at the rate borne by it until the principal thereof is paid in full.

(b) ***Interest.*** The interest due on any Series 2023A Bond on any Interest Payment Date shall be paid to the owner thereof, as shown on the registration books kept by the Registrar at the close of business on the Regular Record Date. Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the owner of such Series 2023A Bond on the Regular Record Date and shall be payable to the person who is the owner of such Series 2023A Bond at the close of business on a Special Record Date for the payment of any such defaulted interest. Such Special Record Date shall be fixed in accordance with Section 3.10 of the Master Resolution.

(c) **Payment of Interest.** All payments of interest on any Series 2023A Bond shall be paid to the person entitled thereto pursuant to Section 3.04(b) above by check mailed on the Interest Payment Date to his or her address as it appears on the registration books kept by the Registrar (or, in the case of defaulted interest, the date selected by the Registrar for the payment of such defaulted interest), or, at the option of any owner of \$1,000,000 or more in principal amount of Series 2023A Bonds, by wire transfer on such date to a bank within the continental United States as directed by such owner.

(d) **State Intercept Program.** The Board may elect to utilize the State Intercept Program for all or a portion of the Refunding Project. The final determination of which Series 2023A Bonds (and any series thereof) are subject to the State Intercept Program shall be set forth in the Pricing Certificate. The Board is hereby directed to file with the State Treasurer a copy of this Twenty Third Supplemental Resolution, the Pricing Certificate and the Official Statement. The Board shall also make such filings as are required by the State Intercept Act. The Board hereby directs the Board Representative to take all action necessary to comply with the provisions of the State Intercept Act and qualify the Series 2023A Bonds for the State Intercept Program. In the event that payments of the principal of and interest on the Series 2023A Bonds are made by the State Treasurer pursuant to the provisions of the State Intercept Program, the Board hereby agrees that, to the extent such amounts paid by the State Treasurer have not been recovered by the State Treasurer from the sources set forth in Section 23-5-139(3) of the State Intercept Act, the Board shall, solely from Net Revenues remaining in the Revenue Fund and that are available for such purpose, pay to the State Treasurer an amount equal to the principal and interest payments made by the State Treasurer, less any such amounts previously recovered by or paid to the State Treasurer.

Section 3.05. Bond Form. Subject to the provisions of this Twenty Third Supplemental Resolution, the Series 2023A Bonds shall be in substantially the form set forth in Exhibit A hereto, with such omissions, insertions, endorsements and variations as to any recitals of fact or other provisions as may be required by the circumstances, be required or permitted by the Master Resolution, or be consistent with the Master Resolution.

Section 3.06. State Tax Exemption. Pursuant to Section 23-5-105, Colorado Revised Statutes, as amended, the Series 2023A Bonds, their transfer, and the income therefrom shall forever be and remain free and exempt from taxation by the State or any subdivision thereof.

ARTICLE IV

REDEMPTION OF SERIES 2023A BONDS

Section 4.01. Optional Redemption or Make Whole Redemption. The Series 2023A Bonds shall be subject to redemption prior to maturity at the option of the Board or make whole redemption, if at all, on the dates and at the Redemption Prices as set forth in the Pricing Certificate.

Section 4.02. Mandatory Sinking Fund. The Series 2023A Bonds shall be subject to mandatory sinking fund redemption, if at all, on the dates and in the principal amounts as set forth in the Pricing Certificate.

Section 4.03. Selection of Series 2023A Bonds for Redemption. If less than all of the Series 2023A Bonds are called for prior redemption hereunder, the Series 2023A Bonds or portions to be redeemed shall be redeemed in such order of maturities as shall be specified by the Board. If less than all Series 2023A Bonds or portions thereof of a single maturity and rate are to be redeemed, they shall be selected by lot in such manner as the Paying Agent may determine. In the case of a Series 2023A Bond of a denomination larger than an Authorized Denomination, such Series 2023A Bond may be redeemed only in principal amounts equal to any integral multiple of the minimum Authorized Denomination. In the event a portion of any Series 2023A Bonds is so redeemed, the Registrar shall, without charge to the owner of such Series 2023A Bond, authenticate a replacement Series 2023A Bond for the unredeemed portion thereof.

Section 4.04. Redemption Procedures. Except as otherwise provided herein, the Series 2023A Bonds shall be called for prior redemption and shall be paid by the Paying Agent upon notice as provided in Section 4.05 hereof. The Registrar shall not be required to transfer or exchange any Series 2023A Bond after notice of the redemption of such Series 2023A Bond has been given (except the unredeemed portion of such Series 2023A Bond, if redeemed in part) or to transfer or exchange any Series 2023A Bond during the period of 15 days next preceding the day such notice is given.

In addition, the Registrar is hereby authorized to comply with any operational procedures and requirements of the Securities Depository relating to redemption of Series 2023A Bonds and notice thereof. The Board and the Registrar shall have no responsibility or obligation with respect to the accuracy of the records of the Securities Depository or a nominee therefor or any Participant of such Securities Depository with respect to any ownership interest in the Series 2023A Bonds or the delivery to any Participant, beneficial owner or any other person (except to a registered owner of the Series 2023A Bonds) of any notice with respect to the Series 2023A Bonds, including any notice of redemption.

Section 4.05. Notice of Redemption. The Registrar shall cause notice of the redemption of the Series 2023A Bonds being redeemed under this Article IV to be given in the form and manner described in Section 3.07 of the Master Resolution not less than 30 days nor more than 60 days prior to the redemption date.

Section 4.06. Tender and Purchase. The Series 2023A Bonds shall be subject to tender and purchase prior to maturity at the option of the Board, if at all, on the dates, in the manner and at the prices as set forth in the Pricing Certificate.

ARTICLE V

ISSUANCE OF SERIES 2023A BONDS AND USE OF SERIES 2023A BOND PROCEEDS

Section 5.01. Series 2023A Bond Preparation, Execution and Delivery. The officers of the Board and the System designated in this Twenty Third Supplemental Resolution are hereby authorized and directed to prepare and to execute the Series 2023A Bonds, as herein provided. When the Series 2023A Bonds have been duly executed, the Board Representative shall deliver them to the Underwriters upon receipt of the agreed purchase price.

Section 5.02. Disposition of Series 2023A Bond Proceeds. The proceeds of the Series 2023A Bonds, upon the receipt thereof, shall be accounted for in the following manner and priority and are hereby pledged therefor:

(a) **Escrow Account.** First, from the proceeds of the Refunding Bonds there shall be deposited with the Escrow Agent in the Escrow Account under the Escrow Agreement an amount sufficient to accomplish the Refunding Project as set forth in the Pricing Certificate and the Escrow Agreement.

(b) **Tender Price.** Second, from the proceeds of the Refunding Bonds the Tender Price shall be paid as set forth in the Pricing Certificate.

(c) **Expense Account.** Third, from the proceeds of the Series 2023A Bonds, there shall be deposited to the credit of a separate account, hereby created (the “Expense Account”), which Expense Account shall be under the control of the Board, all remaining amounts of proceeds of the Series 2023A Bonds. From such Expense Account, the Board shall be authorized to pay all expenses associated with the issuance of the Series 2023A Bonds. Any moneys remaining in the Expense Account six months after the date of issuance of the Series 2023A Bonds shall be transferred as directed by the Board Representative.

Section 5.03. Purchaser Not Responsible. The Underwriters, any associate thereof, and any subsequent owner of any Series 2023A Bond shall in no manner be responsible for the application or disposal by the Board or by any System officer or any other employee or agent of the Board or System of the moneys derived from the sale of the Series 2023A Bonds or of any other moneys herein designated.

ARTICLE VI

ESTABLISHMENT OF CERTAIN ACCOUNTS

Section 6.01. Establishment of Certain Accounts. In accordance with Section 5.01 of the Master Resolution, the Board hereby creates and establishes the following accounts in respect of the Series 2023A Bonds: (a) within the Debt Service Fund, an “Interest Account” and a “Principal Account” for each series of Series 2023A Bonds; and (b) within the Rebate Fund, a “Rebate Account” for each series of Series 2023A Bonds. Such accounts shall be maintained and applied as provided in (i) Section 5.06 of the Master Resolution, with respect to each Interest

Account and Principal Account; and (ii) Sections 5.11 through 5.13 of the Master Resolution, with respect to each Rebate Account. The Board authorizes the creation of the Escrow Account with the Escrow Agent under the Escrow Agreement for each series of Refunded Bonds.

ARTICLE VII

FEDERAL TAX LAW MATTERS

Section 7.01. Determination of Tax Exempt or Taxable Obligations. All or any portion of the Series 2023A Bonds is authorized to be issued as a Tax Exempt Obligation or a Taxable Obligation. The Board hereby delegates to the Board Representative the authority to determine what, if any, portion of the Series 2023A Bonds shall constitute a Tax Exempt Obligation, and what, if any, portion of the Series 2023A Bonds shall constitute a Taxable Obligation which determinations shall be set forth in the applicable Pricing Certificate. To the extent that any portion of the Series 2023A Bonds shall constitute Tax Exempt Obligations, for purposes of ensuring that the interest on the Tax Exempt Obligations is and remains excluded from gross income for federal income tax purposes, the Board makes the covenants set forth in Sections 7.02 through 7.04 of this Article VII. In the event that, as determined by the Board Representative and set forth in the Pricing Certificate, no portion of the Series 2023A Bonds constitutes Tax Exempt Obligations, Sections 7.02 through 7.04 of this Article VII shall be of no force or effect.

Section 7.02. Prohibited Actions. The Board will not use or permit the use of any proceeds of the Tax Exempt Obligations or any other funds of the Board from whatever source derived, directly or indirectly, to acquire any securities or obligations and shall not take or permit to be taken any other action or actions, which would cause any Tax Exempt Obligations to be an “arbitrage bond” within the meaning of Section 148 of the Code, or would otherwise cause the interest on any Tax Exempt Obligations to be includible in gross income for federal income tax purposes.

Section 7.03. Affirmative Actions. The Board will at all times do and perform all acts permitted by law that are necessary in order to assure that interest paid by the Board on the Tax Exempt Obligations shall not be includible in gross income for federal income tax purposes under the Code or any other valid provision of law. In particular, but without limitation, the Board represents, warrants and covenants to comply with the following unless it receives an opinion of Bond Counsel stating that such compliance is not necessary: (a) gross proceeds of the Tax Exempt Obligations will not be used in a manner that will cause the Series 2023A Bonds to be considered “private activity bonds” within the meaning of the Code; (b) the Tax Exempt Obligations are not and will not become directly or indirectly “federally guaranteed”; and (c) the Board will timely file Internal Revenue Form 8038-G which shall contain the information required to be filed pursuant to Section 149(e) of the Code with respect to the Tax Exempt Obligations.

Section 7.04. Tax Certificate. The Board will comply with the Tax Certificate delivered to it on the date of issuance of any Series 2023A Bonds constituting Tax Exempt Obligations, including but not limited to the provisions of the Tax Certificate regarding the application and investment of proceeds of such Series 2023A Bonds, the calculations, the deposits, the disbursements, the investments and the retention of records described in the Tax Certificate; provided that, in the event the original Tax Certificate is superseded or amended by a new Tax

Certificate drafted by, and accompanied by an opinion of Bond Counsel stating that the use of the new Tax Certificate will not cause the interest on such Series 2023A Bonds to become includible in gross income for federal income tax purposes, the Board will thereafter comply with the new Tax Certificate.

ARTICLE VIII

MISCELLANEOUS

Section 8.01. Applicability of Master Resolution. Except as otherwise provided herein, the provisions of the Master Resolution govern the Series 2023A Bonds and the Refunding Project. The rights, undertakings, covenants, agreements, obligations, warranties, and representations of the Board set forth in the Master Resolution shall in respect of the Series 2023A Bonds be deemed the rights, undertakings, covenants, agreements, obligations, warranties and representations of the Board.

Section 8.02. Amendment of Definitions of Gross Revenues and Tuition Revenues. The definitions of Gross Revenues and Tuition Revenues in the Master Resolution are hereby amended and restated in their entirety as follows:

“*Gross Revenues*” means (a) all income and revenues derived by the System Enterprise from the Facilities, whether resulting from an original Facility or from improvements, extensions, enlargements, repairs or betterments thereto, replacements thereof or otherwise; (b) the Student Fees; (c) all revenues constituting rents or charges for the use of CSU buildings and facilities for research, including (i) all revenues derived by CSU from the operation of the Research Facilities, whether resulting from an original Research Facility or from improvements, extensions, enlargements, repairs or betterments thereto, replacements thereof or otherwise, including insurance proceeds; and (ii) amounts accruing to CSU from “overhead” charges on research contracts performed under the auspices of CSU within the Research Facilities or within all other facilities of the System located at the CSU campus; (d) investment earnings on moneys in the Research Revolving Fund and on moneys attributable to the Facilities; (e) 100% of Tuition Revenues received by the System Enterprise; (f) all revenues derived by the System Enterprise from the Facilities Construction Fees; (g) all net revenues of Canvas Stadium; and (h) such other income, fees and revenues as the Board hereafter determines, by resolution and without further consideration from the owners of the Bonds, to include in Gross Revenues, pursuant to law then in effect and not in conflict with the provisions and limitations of the Master Resolution or any Supplemental Resolution. The term Gross Revenues does not however, include (A) any Released Revenues in respect of which there have been filed with the Secretary of the Board the documents contemplated in the definition of “Released Revenues,” or (B) any general fund moneys appropriated by the State General Assembly or any moneys derived from any general (ad valorem) tax levied against property by the State or any instrumentality thereof.

“*Tuition Revenues*” means charges to students for the provision of general instruction by the System, whether collected or accrued.

Section 8.03. Severability and Invalid Provisions. If any one or more of the covenants or agreements provided in this Twenty Third Supplemental Resolution on the part of the Board to

be performed should be contrary to law, then such covenant or covenants or agreement or agreements shall be deemed severable from the remaining covenants and agreements and shall in no way affect the validity of the other provisions of this Twenty Third Supplemental Resolution.

Section 8.04. Table of Contents and Section Headings Not Controlling. The Table of Contents and the headings of the several Articles and Sections of this Twenty Third Supplemental Resolution have been prepared for convenience of reference only and shall not control, affect the meaning of, or be taken as an interpretation of any provision of this Twenty Third Supplemental Resolution.

ADOPTED AND APPROVED as of May __ 2023.

[SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____
Chair of the Board

ATTEST:

By _____
Secretary

[Signature Page to Twenty Third Supplemental Resolution]

EXHIBIT A

FORM OF SERIES 2023A BONDS [TO BE MODIFIED FOR EACH SERIES]

UNLESS THIS BOND IS PRESENTED BY AN AUTHORIZED REPRESENTATIVE OF THE DEPOSITORY TRUST COMPANY, A NEW YORK CORPORATION (“DTC”), TO THE PAYING AGENT, THE REGISTRAR OR ANY AGENT THEREOF FOR REGISTRATION OF TRANSFER, EXCHANGE OR PAYMENT, AND ANY BOND ISSUED IS REGISTERED IN THE NAME OF CEDE & CO. OR IN SUCH OTHER NAME AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC (AND ANY PAYMENT IS MADE TO CEDE & CO. OR TO SUCH OTHER ENTITY AS IS REQUESTED BY AN AUTHORIZED REPRESENTATIVE OF DTC), ANY TRANSFER, PLEDGE OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL INASMUCH AS THE REGISTERED OWNER HEREOF, CEDE & CO., HAS AN INTEREST HEREIN.

TRANSFER OF THIS BOND OTHER THAN BY REGISTRATION IS NOT EFFECTIVE.

**UNITED STATES OF AMERICA
STATE OF COLORADO**

**BOARD OF GOVERNORS OF THE COLORADO STATE UNIVERSITY SYSTEM
SYSTEM ENTERPRISE REVENUE REFUNDING BONDS
SERIES 2023A**

No. R- _____ \$ _____

Interest Rate (Per Annum)	Maturity Date	Dated as of	CUSIP
_____ %	March 1, _____	_____, _____	_____

REGISTERED OWNER: CEDE & CO.

PRINCIPAL AMOUNT: _____ DOLLARS

The Board of Governors of the Colorado State University System (the “Board” and the “System,” respectively), being a body corporate under the laws of the State of Colorado (the “State”), for value received, hereby promises to pay to the registered owner specified above or registered assigns solely from the special funds provided therefor, the principal amount specified above, on the maturity date specified above (unless called for earlier redemption), and to pay from such special funds interest thereon on March 1 and September 1 of each year (each an “Interest Payment Date”), commencing on September 1, 2023 at the interest rate per annum specified above, until the principal sum is paid or payment has been provided. This Series 2023A Bond (as hereinafter defined) will bear interest from the most recent Interest Payment Date to which interest has been paid or provided for, or, if no interest has been paid, from the date of this Series 2023A

Bond. The principal of and premium, if any, on this Series 2023A Bond are payable upon presentation and surrender hereof at the principal office of the Board's paying agent for the Series 2023A Bonds (the "Paying Agent"), initially Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado. The Paying Agent's principal office for such payment shall be in Denver, Colorado. Interest on this Series 2023A Bond will be paid on each Interest Payment Date (or, if such Interest Payment Date is not a business day, on the next succeeding business day), by check or draft mailed to the person in whose name this Series 2023A Bond is registered (the "registered owner") in the registration records of the Board maintained by the Board's registrar for the Series 2023A Bonds (the "Registrar"), initially Zions Bancorporation, National Association (formerly, Zions First National Bank), Denver, Colorado, and at the address appearing thereon at the close of business on the fifteenth day of the calendar month next preceding such Interest Payment Date (the "Regular Record Date"). Any such interest not so timely paid or duly provided for shall cease to be payable to the person who is the registered owner hereof at the close of business on the Regular Record Date and shall be payable to the person who is the registered owner thereof at the close of business on a Special Record Date (as described in the resolution of the Board authorizing the issuance of this Series 2023A Bond; herein the "Resolution"), for the payment of any defaulted interest. Such Special Record Date shall be fixed by the Registrar whenever moneys become available for payment of the defaulted interest, and notice of the Special Record Date shall be given to the registered owners of the bonds of the series of which this is one not less than 10 days prior thereto. Alternative means of payment of interest may be used if mutually agreed to between the owner of any Series 2023A Bond and the Paying Agent, as provided in the Resolution. All such payments shall be made in lawful money of the United States of America without deduction for the services of the Registrar or Paying Agent. Any capitalized term used herein shall have the same meaning as is ascribed thereto in the Master Resolution, dated June 20, 2007, as amended and supplemented and the Amended and Restated Twenty Third Supplemental Resolution, dated May __, 2023, as amended and supplemented.

This bond is one of an authorized series of bonds issued under the Resolution designated the Board of Governors of the Colorado State University System, System Enterprise Revenue Refunding Bonds, Series 2023A in the aggregate principal amount of \$[_____] (the "Series 2023A Bonds").

This Series 2023A Bond is financing the Refunding Project (as described in the Resolution).

It is hereby certified that all acts, conditions and things required to be done precedent to and in the issuance of this Series 2023A Bond and the series of which it is a part have been properly done, have happened, and have been performed in regular and due time, form and manner as required by the Constitution and laws of the State and the proceedings herein mentioned, and that this series of bonds does not exceed any constitutional or statutory limitation.

This Series 2023A Bond shall not be valid or obligatory for any purpose until the Registrar shall have manually signed the certificate of authentication hereon.

The Series 2023A Bonds are issuable solely as fully registered bonds in denominations of \$5,000 and any integral multiple thereof and are exchangeable for fully registered Series 2023A Bonds of the same maturity in equal aggregate principal amounts and in authorized denominations

at the aforesaid office of the Registrar but only in the manner, subject to the limitations, and on payment of the charges provided in the Resolution.

The Registrar will not be required to transfer or exchange (a) any Series 2023A Bond subject to redemption during a period beginning at the opening of business 15 days before the day of the mailing by the Registrar of a notice of prior redemption of Series 2023A Bonds and ending at the close of business on the day of such mailing, or (b) any Series 2023A Bond after the mailing of notice calling such Series 2023A Bond or any portion thereof for prior redemption.

[The Series 2023A Bonds or portions thereof maturing on and after March 1, 20___, are subject to redemption prior to their respective maturities, at the option of the Board, on or after March 1, 20___, in whole or in part at any time, in such order of maturities as the Board shall determine and by lot within a maturity, in integral multiples of \$5,000 (giving proportionate weight to Series 2023A Bonds in denominations larger than \$5,000), in such manner as the Paying Agent may determine, at a redemption price equal to ___% of the principal amount of each Series 2023A Bond or portion thereof so redeemed plus accrued interest thereon to the redemption date.]

The Series 2023A Bonds are subject to mandatory sinking fund redemption as provided in the Pricing Certificate.

In the case of a Series 2023A Bond of a denomination larger than \$5,000, a portion of such Series 2023A Bond (\$5,000 or any integral multiple thereof) may be redeemed, in which case the Registrar shall, without charge to the owner of such Series 2023A Bond, authenticate and issue a replacement Series 2023A Bond or Bonds for the unredeemed portion thereof. Redemption shall be made upon not less than 30 days' prior mailed notice to each registered owner as shown on the registration records maintained by the Registrar, as provided in the Resolution.

This Series 2023A Bond is fully transferable by the registered owner hereof in person or by his duly authorized attorney on the registration records maintained by the Registrar upon surrender of this Series 2023A Bond together with a duly executed written instrument of transfer satisfactory to the Registrar. Upon such transfer a new fully registered Series 2023A Bond or Series 2023A Bonds of authorized denomination or denominations of the same aggregate principal amount and maturity will be issued to the transferee in exchange for this Series 2023A Bond, subject to such terms and conditions as set forth in the Resolution. The Board, Registrar and Paying Agent may deem and treat the person in whose name this Series 2023A Bond is registered as the absolute owner hereof for the purpose of making payment (except to the extent otherwise provided hereinabove and in the Resolution with respect to Regular and Special Record Dates for the payment of interest) and for all other purposes and the Board and Paying Agent and Registrar shall be not affected by notice to the contrary.

The Series 2023A Bonds are being issued to finance the Refunding Project.

[The Series 2023A Bonds qualify for the Higher Education Revenue Bond Intercept Program ("State Intercept Program"), enacted by the State on June 4, 2008, established pursuant to S.B. 08-245, Section 23-5-139, Colorado Revised Statutes, as amended, and provides for the payment by the State Treasurer of principal of and interest due with respect to revenue bonds

issued by state supported institutions of higher education if such an institution will not make the payment by the date on which it is due.]

The Series 2023A Bonds are issued by the Board as authorized by and pursuant to the Auxiliary Facilities Enterprise Act, the Institutional Enterprise Statute, the Refunding Act, the Research Building Fund Act, the State Intercept Act (if applicable), the Supplemental Public Securities Act, and applicable provisions of the Code.

This Series 2023A Bond does not constitute a debt or an indebtedness of the State, the Board or the System within the meaning of any constitutional or statutory provision or limitation, shall not be considered or held to be a liability or general obligation of the State, the Board or the System, and is payable and collectible as an obligation of the Board solely out of the net revenues (including Student Fees) (the “Net Revenues”) to be derived from the operation of certain revenue-producing Facilities and Research Facilities, as well as certain Tuition Revenues, as such Net Revenues, Student Fees, Facilities, Research Facilities and Tuition Revenues are defined in the Resolution. The owner hereof may not look to any general or other fund of the State or the System for the payment of the principal of, premium, if any, and interest on this obligation, except the special funds pledged therefor.

Payment of the Series 2023A Bonds and the interest thereon shall be made from, and as security for such payment there is pledged pursuant to the Resolution, a special fund identified as the “System Enterprise Debt Service Fund” (the “Debt Service Fund”), into which fund the Board covenants to pay from the Net Revenues moneys sufficient to pay when due the principal of, premium, if any, and interest on the Series 2023A Bonds. The Series 2023A Bonds constitute an irrevocable lien on the Net Revenues and are being issued on parity with the Board’s Outstanding Parity Obligations (as defined in the Resolution). Outstanding Obligations in addition to the Series 2023A Bonds, subject to expressed conditions, may be issued and made payable from the Net Revenues and having a lien thereon subordinate and junior to the lien, or subject to additional expressed conditions, having a lien thereon on a parity with the lien thereon of the Series 2023A Bonds, as provided in the Resolution.

Reference is made to the Resolution and any and all modifications and amendments thereof and to the designated statutes for the provisions, among others, with respect to the custody and application of the proceeds of the Series 2023A Bonds, for a description of the nature and extent of the security for the Series 2023A Bonds, the funds or revenues pledged, the nature and extent and manner of enforcement of the pledge, the rights and remedies of the owners of the Series 2023A Bonds with respect thereto, the terms and conditions upon which the Series 2023A Bonds are issued, and a statement of rights, duties, immunities and obligations of the Board and the rights of the owners of the Series 2023A Bonds.

To the extent and in the respects permitted by the Resolution, the provisions of the Resolution or any resolution amendatory thereof or supplemental thereto may be modified or amended by action on behalf of the Board taken in the manner and subject to the conditions and exceptions prescribed in the Resolution. The pledge of the Net Revenues and other duties of the Board under the Resolution may be discharged at or prior to the maturity or redemption of the Series 2023A Bonds upon the making of provision for the payment thereof on the terms and conditions set forth in the Resolution.

The Board covenants and agrees with the owner of this Series 2023A Bond and with each and every person who may become the owner hereof that it will keep and perform all of the covenants of the Resolution.

When all principal of, premium, if any, and interest on the Series 2023A Bonds, or any portion thereof, have been duly paid, the pledge and lien of all obligations hereunder shall thereby be discharged as to such issue or part of such issue and such issue or part of such issue shall no longer be deemed to be Outstanding within the meaning hereof. There shall be deemed to be such due payment if the Board has placed in escrow or in trust with a trust bank exercising trust powers, an amount sufficient (including the known minimum yield available for such purpose from federal securities in which such amount wholly or in part may be initially invested) to meet all requirements of principal of, premium, if any, and interest on the securities issue, as such requirements become due to their final maturities or upon any designated redemption dates. The federal securities shall become due prior to the respective times on which the proceeds thereof shall be needed, in accordance with a schedule established and agreed upon between the Board and such trust bank at the time of the creation of the escrow or trust, or the federal securities shall be subject to redemption at the option of the holders thereof to assure such availability as so needed to meet such schedule.

No recourse shall be had for the payment of the principal of, premium if any, and interest on this Series 2023A Bond or for any claim based thereon or otherwise in respect to the Resolution against any individual member of the Board, past, present or future, either directly or through the Board or the System, or through any successor body corporate of either, whether by virtue of any constitution, statute or rule of law, or by the enforcement of any penalty or otherwise, all such liability, if any, being by the acceptance of this Series 2023A Bond and as a part of the consideration of its issuance specially waived and released. The obligation of the Board, as a body corporate, to the owner hereof is limited to applying funds for the payment hereof, as set forth above and as more fully delineated in the Resolution, and to otherwise complying with the contractual provisions therein.

Unless this certificate is presented by an authorized representative of The Depository Trust Company, a New York corporation (“DTC”), to the Board or its agent for registration of transfer, exchange, or payment, and any certificate issued is registered in the name of Cede & Co. or in such other name as is requested by an authorized representative of DTC (and any payment is made to Cede & Co. or to such other entity as is requested by an authorized representative of DTC), ANY TRANSFER, PLEDGE, OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL inasmuch as the registered owner hereof, Cede & Co., has an interest herein.

This Series 2023A Bond is issued pursuant to the Supplemental Public Securities Act, Colorado Revised Statutes, Sections 11-57-201 et seq., as amended, and, pursuant to Section 11-57-210, C.R.S., this recital shall be conclusive evidence of the validity and the regularity of the issuance of this Bond after its delivery for value.

IN TESTIMONY WHEREOF, the Board of Governors of the Colorado State University System has caused this Series 2023A Bond to be executed in the name and on the behalf of the Board with the manual or facsimile signature of its Chair, and to be attested and signed with the manual or facsimile signature of the Secretary of the Board; and has caused the facsimile of the seal of the System to be affixed hereon, all as of _____, _____.

[FACSIMILE SEAL]

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM

By _____ (Manual or Facsimile Signature)
Chair of the Board

ATTEST:

By _____ (Manual or Facsimile Signature)
Secretary of the Board

[FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2023A BONDS]

CERTIFICATE OF AUTHENTICATION

Date of authentication and registration: _____

This is one of the Series 2023A Bonds described in the within-mentioned Resolution, and this Series 2023A Bond has been duly registered on the registration records kept by the undersigned as Registrar for such Series 2023A Bonds.

ZIONS BANCORPORATION, NATIONAL
ASSOCIATION, as Registrar

By _____ (Manual Signature)
Authorized Officer or Employee

[END OF FORM OF CERTIFICATE OF AUTHENTICATION FOR SERIES 2023A BONDS]

[FORM OF ASSIGNMENT OF SERIES 2023A BONDS]

ASSIGNMENT

For value received, the undersigned hereby sells, assigns and transfers unto _____ the within Series 2023A Bond and hereby irrevocably constitutes and appoints _____ attorney, to transfer the same on the records kept for registration of the within Series 2023A Bond, with full power of substitution in the premises.

Dated: _____

NOTE: The signature to this Assignment must correspond with the name as written on the face of this Series 2023A Bond in every particular, without alteration or enlargement or any change whatsoever.

Signature Guaranteed:

Name and address of transferee:

Social Security or other
tax identification number of transferee:

TRANSFER FEE MAY BE REQUIRED

[END OF FORM OF ASSIGNMENT OF SERIES 2023A BONDS]



CFI

COMPOSITE FINANCIAL INDEX



Composite Financial Index (CFI)

- CFI was originally developed by KPMG nearly 50 years ago as a way of assessing the financial health of private, liberal arts colleges.
- KPMG noted at the time it was not designated for public and research universities.
- KPMG noted that scores below the “3” threshold of health could well be appropriate as an institution deployed resources toward a goal.
- KPMG noted that scores above the “3” threshold of health could indicate failure to deploy resources toward role and mission.
- Accrediting agencies later adopted CFI, and all serious debate of the issue stopped and the “3” threshold of health is now widely, if inappropriately, used as an absolute value.



Composite Financial Index (CFI)

- CFI helps gain an understanding of the institution's financial health, particularly if developed over time.
- Final ratio is a weighted average of four ratios:
 - Primary Reserve Ratio – 35%
 - Viability Ratio – 35%
 - Return on Net Assets Ratio – 20%
 - Net Operating Revenue Ratio – 10%
- A weighted average factor is applied to the ratios after converting to a common scale to determine the institution's final score.



Composite Financial Index (CFI)

Calculated scale represents:

1.0 = very little financial health;

3.0 = the 'normalized value', a relatively stronger position;

10.0 = the top score within a range for an institution

Key Ratios: Cumulative CFI Score

Each ratio and the total CFI score can be evaluated on the following parameters :

Score	Performance Indication
8 to 10	Deploy resources to achieve a robust mission
6 to 9	Allow experimentation with new initiatives
4 to 7	Focus resources to compete in future state
2 to 5	Direct institutional resources to allow transformation
0 to 3	Re-engineer the institution
-1 to 1	Consider substantive programmatic adjustments
-2 to -1	Assess debt and Department of Education compliance and remediation
-3 to -2	Consider structured programs to conserve cash
-4 to -3	Consider whether financial exigency is appropriate



Composite Financial Index (CFI)

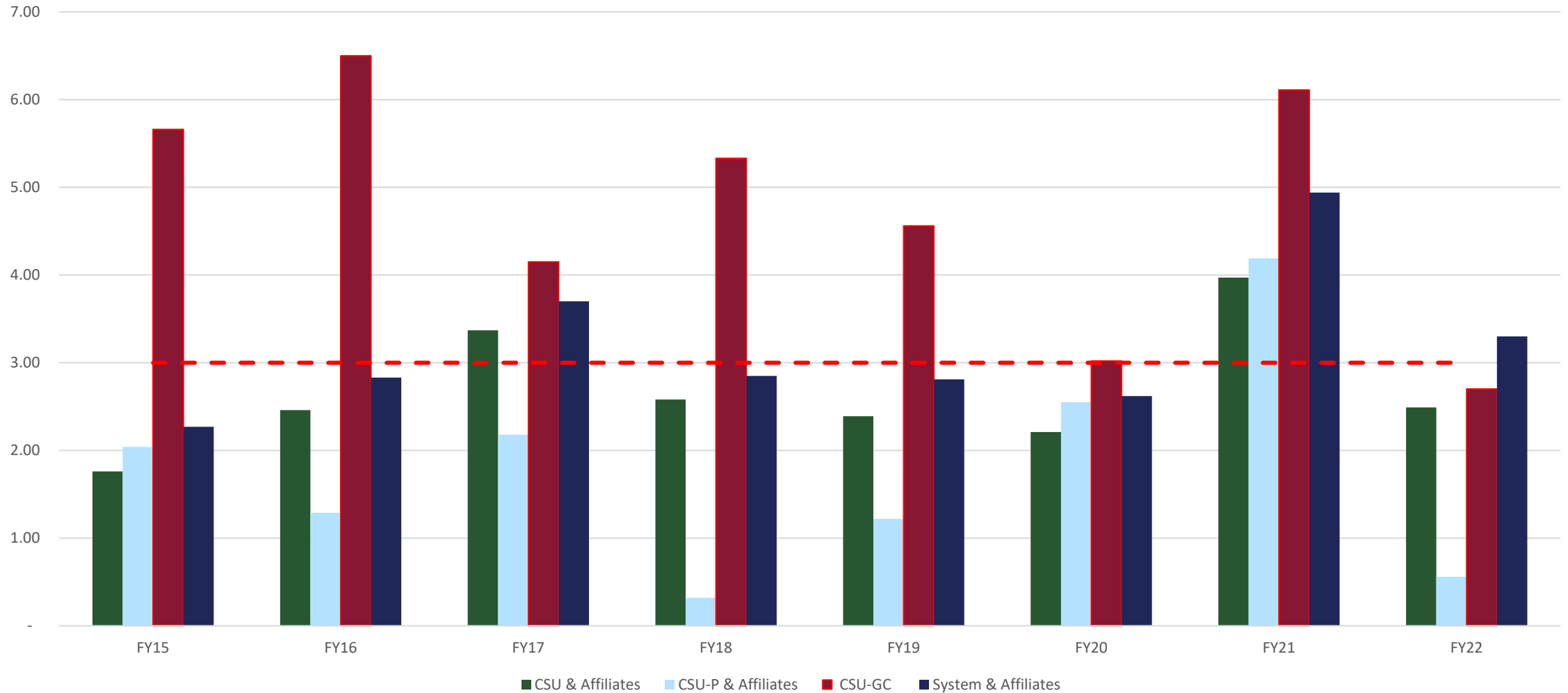
Primary Reserve Ratio – measures the financial strength of the institutions by comparing expendable net assets to total expenses. Expendable net assets represent those assets the institution can spend and meet its operating and capital requirements.

Viability Ratio – measures the availability of expendable net assets (resources) to cover debt should the institution need to settle its obligations as of the balance sheet date.

Return on Net Asset Ratio – determines whether the institution is financially better off than in previous years by measuring total economic return.

Net Operating Revenue Ratio – is a primary indicator, explaining how the surplus (net income from operating activities) affects behavior of the other three core ratios. A large surplus or deficit directly affects the amounts of funds an institution adds or subtracts from net assets, thereby affecting the other three ratios.

CFI Index with Affiliates Excludes GASB 68/75





Composite Financial Index (CFI)

- FY21 CFI was higher as a result of receipt of Federal grants (Higher Education Emergency Relief Funds and Coronavirus Relief Funds) that helped offset costs incurred as result of the pandemic and unrealized gains recognized as a result of a robust market.
- FY22 CFI dropped as a result of market losses experienced in both the CSU System Treasury, CSU Foundation and CSU-Pueblo Foundation. These losses are consistent with those experienced by other investment portfolios during this period of time.

Questions?



CSU SYSTEM
COLORADO STATE UNIVERSITY



Section 5

Colorado State University Reports

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



Long-Sandoval Board of Governors Report

May 2023

Associated Students of Colorado State University (ASCSU)

Executive Summary:

This report details the progress over the past year within ASCSU and gives a broad overview of what the Long/Sandoval administration has completed since the last Board of Governors meeting. Additionally, we would like to congratulate and welcome President-Elect Nick DeSalvo to the role of President of the Associated Students of Colorado State University. We are excited to see someone with such an extensive history within ASCSU become its leader and are eager to see where he will take the student body over the next year.

All the best,

Robert (Rob) Long

CSU Student Body President



Table of Contents:

Accomplishments over the past year

ICWA Letter.....3

Groome Project.....3

Antisemitism Training.....3

RMSMC Contract.....3

Bee Bill.....4

Women’s Health.....4

Concluding Remarks.....5

ICWA Letter:

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

Groome Project:

The Groome Project was a huge success over the 2022-2023 Winter break, with over 1000 students served. This project has been a huge success over the past year and ASCSU will explore what its future looks like and how it will grow.

Anti Semitism Training for ASCSU:

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

Rocky Mountain Student Media Corporation contract:

Finalization of the RMSMC contract with CEO Peter Waack, Jasen Wahler, and Jasen Johnson. 3.5 percent (about \$17,000) increase for RMSMC for the next year. Additions to the 3 year contract include: decreasing minimum Collegian papers to 3,000 per issue, CTV coverage of the ASCSU elections, and further coverage of the events ASCSU puts on.

Bee Bill

The ASCSU Senate passed Bill 5206 “Bee Bill” to utilize \$7,000 of the Senate discretionary budget to upgrade the existing apiary at the CSU campus. Some of these upgrades include: installing a sprinkler system, putting in better fencing, planting local grasses/flowers, and purchasing bee suits. President Long did this in collaboration with the CSU Apiculture club on campus and Director of Environmental Affairs Ken Kinneer. The bill passed unanimously on November 16, 2022.



Women's Health:

On October 31, President Long received an email from the Agnes Scott College Student Government informing us that they were collecting the signatures of student governments across the US to send a letter in support of voting to codify abortion access into the US Constitution. With this, I and a few others went to the ASCSU Senate to seek their opinion on the matter. On November 16, 2022, the ASCSU Senate passed Bill 5210 “The Signature of ASCSU” 24-8-2 in support of our signature on this letter.

Concluding Remarks and Thank You:

I would like to thank the Colorado Board of Governors and Chancellor Frank for welcoming me with open arms to the table over this past year and always being willing to hear the student perspective on issues. The Board of Governors has been a very unique experience for me and I've learned a lot about the administrative end of how Colorado State University - Fort Collins works. I hope you all continue to seriously consider the impact of each of your decisions and how they will land on the students at the end of the day. Additionally, I would like to welcome President-elect of the Associated Students of Colorado State University, Nick DeSalvo, and wish him all the best in his endeavors for the students.

Thank you all again,

All the best,

Rob Long

CSU Fort Collins Faculty update
May 4, 2022

Andrew Norton, CSU-FC Faculty Board of Governors Representative

New officers for Faculty Council were elected on March 7, 2023, effective July 1, 2023:
Melinda (Mendy) Smith – Chair. College of Natural Sciences, Department of Biology
Joseph DiVerdi – Vice Chair. College of Natural Sciences, Department of Chemistry
Andrew Norton – Board of Governors Representative. College of Agriculture, Department of Agricultural Biology.

Current Chair Sue Doe will assume the role of Director of The Institute for Learning and Teaching (TILT) at CSU starting in July.

Faculty Council was pleased to have had all Governing Board members introduce themselves at our meetings this semester. I have received a lot of positive feedback about these visits.

The officers of Faculty Council, Classified Personnel Council and Academic Professional Council continue to meet monthly to discuss common issues and coordinate our messaging. Common themes in these discussions are: the impact of compensation on recruitment and retention; approaches to make human resources, procurement, and facilities more efficient; equitable use and enforcement of remote work policies; and shared governance.

There has been considerable discussion amongst faculty and staff around how to equitably distribute annual raises (the “SALX”). Points of discussion are what should be the balance between cost-of-living approaches (everyone gets the same percentage increase in salary), a strictly merit based approach (raises vary from 0 – x% in response to annual reviews), or other models such everyone gets the same dollar amount raise instead of percentage or merit-based raises that are in dollar amounts instead of percentages. We have heard that each of these different approaches are being used in different academic units on campus, resulting in some confusion.

Faculty Council Fall 2022 task force reports.

In fall 2022 Faculty Council created five task forces. These groups are designed to rapidly assess a current important topic and generate recommendations for faculty Council or University action. A summary of these task force recommendations is below, with the full reports appended to this report.

CSU Budget – 101 to Capstone. Fabiola Ehlers-Zavala and Anders Fremstad, co-chairs

This task force examined the current budgetary policies and communication efforts CSU-FC.

Recommendations:

1. Provide more easily accessible data on actual expenditures instead of the incremental budget.
2. Report the central one-time expenditures annually
3. Enhance budgetary transparency. The Task force provided examples of best practices from five peer institutions and groups.

4. More and regular presentations on the budget at the University, College / Division and Department to increase transparency.
5. Increased engagement between the Faculty Council Committee on Strategic and Financial Planning, Faculty Council and the Administration. This committee had gone dormant the last several years. We would also like to recognize the efforts of former Interim President Miranda and President Parsons for engaging with this group. I have heard lots of positive feedback about the willingness of the administration to seek the input and ideas from the committee.

Contracts Task Force. Christine Pawliuk, chair.

Colorado State University (CSU) has made great strides in improving the culture for CCA faculty over the past decade. Recent changes providing contract and continuing faculty access to positions on Faculty Council, Faculty Council standing committees, and departmental shared governance have promoted a more inclusive culture for CCAF. However, policies meant to reduce contingency among CCAF have stalled in recent years, to the detriment of faculty and the university.

Recommendations to Achieve Transparency and Clarity:

According to the Faculty Manual “A continuing faculty member who has been employed with this appointment type for at least ten (10) semesters shall be given serious consideration for conversion to a contract faculty appointment” (E.2.1.4.h) and “These appointments may be offered at any time at the discretion of the department.” (E.2.1.4) With this in mind, we recommend:

1. Departments should be required to develop and follow criteria for faculty to be eligible for contracts.
2. Departments codes should reflect the spirit of the Manual and remove any exclusive language that narrows eligibility for contracts (such as only offering contracts to terminal degree holders, professor track or special work projects). This will help clarify who is eligible and when.
3. Faculty Manual language should include “see departmental code” for details.
4. Faculty Council should provide units with strong guidance, so that units keep with spirit of the Manual policy in terms contract eligibility.
5. Faculty Manual language should shift responsibility to department heads or their designees to inform faculty when they are eligible for contracts.
6. Units should improve transparency around appointment types. We recommend more education for unit heads and others responsible for communicating with faculty on employment, particularly on the differences between contract/continuing appointments.
7. Units should clarify the advantages of contracts over continuing (at-will) appointments for their faculty. Advantages can be clarified through established communication channels, department codes, and contract language. CoRSAF and CoNTTF (information on website) can help units educate their faculty.

Innovations & Visioning Task Force. Rob Mitchell, Chair

The Innovations & Visioning Task Force was charged with envisioning possible futures of CSU and identifying opportunities for centrally involving faculty within all levels of University work. The task force conducted a brief survey to capture initial opportunities and challenges that exist, and sketched next steps for the Faculty Council to consider toward the aim of enabling continued faculty engagement.

The central guiding question addressed is *How can CSU respond more quickly to opportunities to co-create value with and for stakeholders? Six key areas were identified for future investigation:*

1. CSU's ability to quickly and effectively respond to external stakeholders' requests for collaboration;
2. CSU's ability to find and engage appropriate stakeholders for new opportunities;
3. The ability for CSU members to collaborate with external partners;
4. What things are we doing well to co-create value with stakeholders?;
5. What are the barriers related to co-creating value with stakeholders; and
6. What potential opportunities do faculty and staff see for co-creating value with stakeholders.

Shared Governance Task Force. Mary Van Buren, chair.

This task force sought to understand the barriers to proposed faculty manual changes that codified shared governance. The task force recommended several changes to the manual that describe the process for governance sharing at the University, College and Department level.

Administrative Leave Task Force. Michael Antolin, chair.

University policies and procedures that implement involuntary administrative leave (AL) of faculty are reviewed. This task force examined definitions of AL in the Academic Faculty and Administrative Professional Manual of Colorado State University (the Manual), in Colorado State University policies and in policies at other universities in Colorado, and in State of Colorado statute 4 CCR 801-1. The Manual and State statutes clearly define the principles and procedures for due process in corrective and disciplinary action for faculty. However, in cases where administrators/supervisors place a faculty member on involuntary AL, we could find no language in the Manual or university policy that ensures due process, including the prospect for reinstatement after AL is completed. This lack of clear process and procedure may result in AL being used inappropriately as a disciplinary action, with unintended but serious harm to the faculty's professional life. Modifying the Manual and Colorado State University policy to implement due process for faculty placed on involuntary AL is necessary to create a fair and transparent process that can be understood by faculty and administrators alike.

Three conclusions:

1. Colorado statute 4-CCR-801-1 clearly states that involuntary AL is not to be used as part of, or a

substitute for, corrective or disciplinary action. Involuntary AL and exclusionary orders may be implemented to protect the safety and operations of the university, and to prevent harm to other individuals while an investigation of alleged impropriety is ongoing.

2. Involuntary AL may be seen as punitive to faculty scholars and researchers even if the AL is paid. Faculty on involuntary AL are often blocked from access to scholarly materials, correspondences, and other activities while the faculty is barred from campus. Even if the faculty is exonerated, the punitive effects of involuntary AL will likely be long-lasting.
3. Procedures for discipline and grievance are outlined in The Manual in sections E and K. However, procedures and due process for faculty under involuntary AL are not defined in the Manual, other than to state that involuntary AL is not grievable in section K.

Three recommendations:

1. We recommend that the university develop specific policies for involuntary AL for faculty when

investigations of alleged impropriety are initiated. Definitions and descriptions of corrective and disciplinary actions that appear in the Manual, policies at Colorado State University and other Colorado universities, and Colorado statute 4-CCR-801-1, include procedures to ensure due process. Similar provisions for due process for involuntary AL should be implemented.

2. Who at the university has authority to place a faculty member on involuntary AL remains largely unanswered in university policies and in Colorado statute 4-CCR-801-1. It is our understanding that involuntary AL and Exclusionary Orders may be put into effect by any administrative authority or supervisor authority at the university. We recommend that any amendments to university policy and/or the Manual should specify who carries this authority.
3. This task force recommends that these issues be further reviewed by the Faculty Council, Committee on the Responsibilities & Standing of Academic Faculty (CoRSAF). The hope is that a balanced and transparent university policy that implements due process for involuntary AL can be framed and adopted in the Manual.

Full task force reports are at the end of this report.

Annual Faculty Survey on the President's Performance.

At the beginning of December 2022, the Office of Institutional Research, Planning, and Effectiveness (IRP&E) administered a survey to assess faculty perceptions of Interim President Miranda's job performance. A compilation of quantitative data and a summary of the qualitative responses was created by CSU's Institute for Research in the Social Sciences and transmitted to the Board on April 7, 2023.

CSU has a new Faculty Success Initiative, funded by the National Science Foundation's ADVANCE program. The ADVANCE program's goal is to increase the representation and

advancement of women in academic science and engineering careers. This is a three-year, \$1,000,000 grant to promote equity in the recruitment and retention of faculty at CSU, and we are committed to continuing this program at the end of the grant. Key initiatives at CSU are to:

- Support search process to successfully attract diverse pools of outstanding applicants.
- Promote equity in workload, evaluation, promotion and tenure processes.
- Empower faculty and staff to enact change within their spheres of influence.
- Support leaders of academic units in their equity efforts, and foster accountability for equity-based goals and outcomes.

The team leader for this grant project is Ruth Hufbauer (CAS, Agricultural Biology), along with team members Shannon Archibeque-Engle (AVP Inclusive excellence) Sue James (VP Faculty Affairs), Heather Novak (Office of Institutional Research), Meena Balgopal (CNS, Biology), Gregg Dean (CVMBS, Microbiology, Immunology and Pathology), Emily Fischer (WSCO, Atmospheric Science), Laura Sample McMeeking (STEM Center), Meara Faw (CLA, Communication Studies), Jen Dawrs (Faculty Success Program).

In April the Faculty Council officers attended the 2023 Annual Meeting of the Coalition on Intercollegiate Athletics. This faculty-led coalition works to help faculty understand the changing requirements, demands and resources available for college athletes. At this meeting important panel discussions were The Impact of Name, Image Likeness Laws; NCAA Transformation; Online Gambling; Student Athlete Health and Safety.

Budget Task Force Report

Draft: Comments and suggestions welcome

Members: Fabiola Ehlers-Zavala, Anders Fremstad, Blake Naughton, Robert Schwebach, Anthony Maciejewski, and Kendall Stephenson

Date: November 29th, 2022

Our task force studied CSU's budget and budgetary process in the Fall 2022 semester. We see a need for enhancing transparency and accountability of budgets at all levels of CSU's administration. This task force recommends greater involvement in important budgetary decisions for the Committee on Strategic and Financial Planning (CoSFP), which has a purview on the same issues facing the Board of Governors and is the formal liaison between Faculty Council and Central Administration. Given the pending change in University leadership, it is particularly important for faculty to be educated, informed, and involved in our budget processes and decisions. Our recommendations can be grouped into three categories.

Public Budget Data

1. Data on actual expenditures: Include the "actual" revenues and expenditures for the previous years in the Operating Budget Summaries (Total University) and the College/Division Operating Budget Summaries on the Office of Budgets' [Resources webpage](#). Major variances should be highlighted and explained.
2. Central one-time funds: Currently, central one-time funds are not reported to the public. Central one-time funds should be reported annually like all other expenditures.
3. Enhance budget transparency: The Task force has identified best practices at peer institutions that may serve as a model for CSU:
 - Oregon State University's budget reports: [management-reports](#), annual budget: [fy22 budget book.pdf](#), and compilation of other universities' budget principles: <https://fa.oregonstate.edu/sites/fa.oregonstate.edu/files/budget/sbac/combined-meeting-materials.pdf>
 - Iowa State University: <https://budget-planning.operationsfinance.iastate.edu/financial-reports>
 - Michigan State University: <https://opb.msu.edu/functions/budget/budget-analysis-and-reporting.html>
 - Washington State University fiscal health initiative: [fiscal-health](#)
 - AAUP recommendations on faculty involvement in budgeting: <https://www.aup.org/report/role-faculty-budgetary-and-salary-matters>

Budget Presentations to Enhance Transparency and Accountability

1. Budget discussions at three levels - University, College/Division, and Department/Unit - should be standard practice at CSU. These should be at least twice yearly: during budget preparation to get feedback and insights from the community, and upon budget completion to explain the reasoning and results of decisions made.

2. Faculty committees at all three levels should be given information on budget principles, parameters, and priorities of leadership in order to independently gather feedback and present to administrative leadership in time to affect budget decisions.
3. Budget reports of decisions, changes, and results should be made available at all three levels. These reports should include reasonably detailed Education & General budget allocations, other generated budget revenues, additional strategic allocations (e.g., Central Funding Agreements) not included in the posted budget, and actual expenditures. Annual analyses by common metrics such as faculty counts, student credit hours, etc. should be included to contextualize budget decisions and drive informed conversations on choices. The CoSFP should provide guidance on the expected details to be included in budget reports.
4. All budget presentations should be recorded to ensure information access for individuals who are not able to attend the presentations due to professional conflicts (teaching, advising, other meetings, etc.).

Role for Committee of Strategic and Financial Planning (CoSFP)

1. The Committee chair should have guest privileges to attend Faculty Council and Executive Committee of Faculty Council meetings, and we encourage them to maintain a regular presence and open lines of communication.
2. The Committee should be informed of strategic investments using central one-time funds throughout the year.
3. The Committee should provide semi-annual written and oral reports to Faculty Council on the Committee's work in relation to duties described in the Faculty manual.
4. The Committee should recommend priorities for resource allocations to achieve University academic planning goals, as described in the Faculty manual.
5. The Committee should recommend policies for the distribution of faculty compensation increases, as described in the Faculty manual.
6. The Committee chair should meet with the Board of Governors budget committee during budget planning.
7. The Committee should be involved in any process of "rebalancing" the University's base budgets.
8. The Committee should be involved in any budget reform process (including any reform of or away from the current incremental budget process).

MEMORANDUM

DATE: Thursday January 19, 2023
TO: Faculty Council
FROM: Innovations & Visioning Task Force (Dr. Rob Mitchell, Chair; Dr. Joseph DiVerdi; Dr. Jennifer Martin; Dr. James Graham; Dr. Timothy Amidon)
SUBJECT: Report from the Innovations & Visioning Task Force, Fall 2022

In the fall of 2022, Chair Doe charged the Innovations & Visioning Task Force with envisioning possible futures of CSU and identifying opportunities for centrally involving faculty within all levels of University work. Our task force met seven times over the course of the semester and developed a structure for determining current challenges, conducted a brief survey to capture initial opportunities and challenges that exist, and sketched next steps for the Faculty Council to consider toward the aim of enabling continued faculty engagement.

Following our initial meetings, we established a question that provided a boundary/scope for our work: *How can CSU respond more quickly to opportunities to co-create value with and for stakeholders?* In asking this question, we outlined variables influencing value creation, including internal/external-constraints, temporal-constraints, rank/role/positional constraints, and mission-constraints connected to research, teaching, administration, and service (especially in terms of community-engaged research and/or extension). Globally, our goal in exploring this framework was to work toward identifying more granular detail regarding an array of barriers that may impact faculty abilities to meaningfully pursue and engage with stakeholders. Appendix A contains a heuristic for uncovering these barriers. To further illuminate these issues, we next envisioned pathways for addressing constraints in these areas, including opportunities for follow on effort that could be taken up by the Committee for Strategic and Financial Planning.

A number of these potential next steps require time and resources for data collection and analysis that would go beyond the scope of this task force. For this reason, we settled on a scoping exercise that was more targeted in nature. Specifically, we conducted a survey that sought to capture more detailed insight from a range of administrative and faculty respondents regarding their perceptions of the following areas:

- CSU's ability to quickly and effectively respond to external stakeholders' requests for collaboration;
- CSU's ability to find and engage appropriate stakeholders for new opportunities;
- How important it is for you to collaborate with external partners in your current job duties;
- Things that CSU does well related to co-creating value with stakeholders;
- Notable barriers related to co-creating value with stakeholders; and
- Any potential opportunities you see for co-creating value with stakeholders.

We reached out to 91 individuals in various roles across the university and within the community. We asked members of the faculty council executive committee, chairs of standing committees, CSU administration (president, provost, VPs, AVPs, and directors in relevant areas), deans, faculty members, staff at CSU Strata, and stakeholders in the community (Innosphere, Larimer County, City of Fort Collins), among others. We received responses from more than 50% of those invited to respond.

While the survey results are not representative, we found it telling that the respondents rate CSU's ability to quickly and effectively respond to external stakeholders' requests for collaboration as 2.8 out of 5; CSU's ability to find and engage appropriate stakeholders for new opportunities as 2.7 out of 5; and how important it is for you to collaborate with external partners in your current job duties as 4.5 out of 5. These initial responses suggest that there is an opportunity to improve at CSU. Appendix B has the responses to the survey.

In terms of recommendations, we see an opportunity to build on the scoping exercise we engaged in to produce more reliable results and capture more depth in responses by employing a more extensive survey and/or interview methods to systematically identify barriers, opportunities, and potential solutions. A second possibility we recommend is to involve the faculty governance structure of the Committee on Strategic and Financial Planning in discussions with the administration related to strategy and budgeting—especially with a mind to continue to enable CSU to remain relevant to the external stakeholders we rely on for support. We also see this committee as having a role in enabling the work of other standing committees to more be strategic in nature.

Appendix B

Ability to quickly and effectively respond to external stakeholders

CSU serves as a repository of deep and broad knowledge in areas relevant to state-wide stakeholders.

CSU provides fundamental (basic) research at bargain-basement prices.

CSU compliments stakeholder competencies with high-quality personnel available for collaboration.

Outreach and engagement; partnering with companies on workforce development and research needs; serving on volunteer organizations

1. A formal presence in all 64 counties in Colorado with formal partnerships with county government that requires stakeholder engagement on advisory boards/councils
2. Ram Tour--a university-sponsored experience for new faculty, newly tenured faculty, and new administrators that tours a region of the state exploring engaged teaching, research, and Extension programs and opportunities and supports the co-creation process
3. The current efforts at CSU Spur include the land-grant mission areas and engaging communities and stakeholders from across the state.

Colorado Energy Research Collaboratory

NSF ERCs

Some elements of Strata

1. Increasing utilizing and elevating county Extension as community-based partners
2. Finding appropriate collaboration touch points with government partners (city, county state agencies)
3. Competing well for grants that value community engagement as scope of work

Many areas to engage/lots of variety

Good faculty with levels of experience

Excellent resources/labs/expertise

*I've been part of CSU for <1 year and I'm focused on the Spur campus

- 1) Earnestly engaging with stakeholders at an individual level (reflected at all levels including CSU staff, faculty, leadership)
- 2) CSU Spur campus! This space is designed for stakeholder engagement and the programing there includes centers and employees specifically positioned for stakeholder engagement. Notable examples include the Food Innovation Center, Ag Innovation Center, Water Solutions ecosystem, and (potentially) the Biotech/Bioengineering ecosystem (a work in progress).
- 3) Statewide investment: Ag Experiment Station, Extension, Collaboration Campuses, etc.

CSU can bring knowledge and resources backed by research

CSU has a statewide presence in most counties in Colorado through CSU Extension. This team co-creates value in their communities for stakeholders.

CSU can bring a trusted, recognized brand which is helpful in co-creating with community college partners/stakeholders.

Career management collaboration

Few long-standing initiatives

General openness to help

Innosphere has had a good experience with the CSU VPR and Strata offices on co-creating programs and pursuing larger projects.

Athletics/Alumni/COB seem to really engage stakeholders and try to create opportunities

New voices/ideas are coming up so I believe/hope the tide is changing

We do have amazing employees and students that create welcoming atmospheres and cultures

1. Conveying aspects of the land grant mission in that much of the research done at CSU translates to solutions that directly impact regional and global challenges. 2. External stakeholders that partner with CSU has access to both world class researchers and a talent pipeline through engagement with students. 3. Higher education can act as a convener like no other sector in that a university can bring together industry, researchers, government, and the non-profit sector; and this convening also brings with it the future talent for all of the stakeholder groups through our students.

I can only speak to corporate and industry stakeholders...

- 1) aligning research interests
- 2) distinguishing between passive sponsorship and active collaboration
- 3) recognizing value of individual contribution to innovation

CSU connects to communities across the state through Extension and Engagement.

CSU's new health clinic and long-standing veterinary hospital are key touch points with community stakeholders.

In the College of Liberal Arts, the CSU Communications Dept hosts the international poster competition and the international film series while the University Center for the Arts hosts DAILY (365 days a year) programs in art, music, theater and dance--open to the public.

- 1) Certain areas of the university, such as entrepreneurship, have sometimes found ways to streamline getting things implemented
- 2) Involving the business community within some of the course content and/or with students
- 3) Some of the areas of strength of the university related to research receives national attention and it affects a lot of the stakeholders

Solid historical relationships with certain partners

Dedicated employees

Collaboration within colleges/units

CSU genuinely communicates a desire to meet stakeholders needs. There is a culture of community/industry collaboration that runs deep. I believe this culture helps to recruit new faculty who have the interest to conduct research and engagement activities that are stakeholder driven. The culture of collaboration is highly important to the success of stakeholder collaborations.

1. Affordability
2. Integrating education standards into our programming
3. Accessibility

Enthusiasm and eagerness

More recently, we have enterprising faculty

General interest and support from OVPR

[The Institute for Entrepreneurship] is highly effective at outreach to stakeholders who may have an interest or alignment with an innovation or e-ship program or offering.

CSU STRATA (Lab to Life) is actively engaging with the local, regional and broader community for investor and partner collaboration.

Pushes for interdisciplinary collaborations

Intellectual property and technology transfer.

Responsive to donors.

The University is not structured for this in any meaningful way and has policies and practices in place to actually discourage such opportunities for co-creating value with stakeholders.

- 1) Research and data informed approach
- 2) Access to faculty and other academic resources
- 3) General willingness to explore ideas

we leverage our person capital well--not necessarily a good thing, but something we do well provide training experiences and exposure for our undergraduate and graduate students

Immediate/short term need (but not too immediate, because turn-around time can be slower than anticipated), willingness to roll-up sleeves and work extra hours (potentially a side effect of time management issues/over-extending oneself), when need become emergency - good at pulling in people who can get the work done immediately (example - finishing, reworking grant applications/budget needs to meet requested changes).

Recently CSU has created positions that are responsible for responding to community request. These individuals are very helpful at making connection within CSU, however, they're positions are not well promoted and they can be hard to find.

1. Supporting faculty through freedom and encouragement to collaborate with stakeholders from leadership
2. World class facilities for research and convening
3. Talent pipelines

Engages with the community, invites SMEs in support of certain topics, encourages internships VPR funding

Encourages relationships with outside stakeholders

1. Support technology transfer and licensing of technology to industry and startup companies.
2. Relatively open access by industry to core laboratory facilities at CSU.
3. Support of regional and community innovation hubs like Innosphere.

CSU maintains long-term relationships; rewards loyalty and repeat business.

CSU builds effective coalitions of partners (other universities, federal, state, and local government agencies, non-profits, etc) that join in the co-creating of value with stakeholders.

CSU has an pragmatic problem-solving culture well suited to co-creating value with stakeholders.

CSU appears to seek out collaboration with stakeholders 1. that ethically align 2. that are interesting in investing in CSU and Fort Collins as a whole 3. that have similar goals

Once you find the right connection, highly dedicated to thoughtful partnership and service to the customer.

multiple offerings for various audiences, trying to connect stakeholder to the right resource or person

Good partnerships on the SPUR campus.

Individual units (colleges/centers) do well (e.g. Nutrien partnership w/ Ag)

-Extension program brings CSU into every CO county

-It seems like we have a good relationship with the business community

-Services at CSU that are available to the community: public events, library, sports

The knowledge and expertise that we have is tremendous. We have capabilities in a wide variety of spaces that can enable us to offer value to a wide variety of stakeholders.

CSU's ability to find and engage appropriate stakeholders for new opportunities

CSU's internal reward systems, while strong in traditional areas, are somewhat and variously weaker in the target situations.

CSU's administrative functions are less knowledgeable than individual faculty in seeking and executing target situations.

CSU's administrative functions are less motivated than individual faculty in seeking and executing target situations.

Negotiating legal and IP with external partners; rewarding faculty and staff for engaging external stakeholders

1. Time

2. Funding

3. So many opportunities and challenges that stakeholders need and not enough capacity to respond-- the focus themes of CSU Spur have helped provide focus and intention to begin to resolve this barrier

Difficulty knowing who to talk to

Faculty time constraints

Disengaged leadership

1. Still lacking greatly in the diversity of audiences we engage (more comfort in traditional/legacy programs)

2. very hard to bring in and manage financial resources with current staffing/processes for business and financial services

3. Too few faculty on campus with formal Extension/Engagement roles in their positions

Lack of external expertise - faculty assume there's a problem to fix when they don't seek outside guidance

Literature is primary mode of understanding technical merit, but lack of understanding around market needs

Little notable partnerships that make a difference/named buildings/KOLs on campus

1) Like any big institution, CSU is a difficult place to navigate. Streamlining the "entry" for companies and stakeholders can improve the stakeholder experience. (Not sure what this looks like though.)

2) Geography is a challenge in CO and the "front range v. the rest of the state" mentality is a limitation in some cases. Leaning in on (and supporting) existing statewide investments (Ag Experiment Station, Extension, Collaboration Campuses) is important. Investing in educational access statewide can help too. More than anything, we need to communicate and promote the work we are already doing across the state.

3) Educational access is a perceived (real?) problem that requires us to rethink education and provide more educational entry points that align with the needs of students and industry. This might include education offered in different geographic locations or via different modalities. Degree alternatives (e.g., certificate programs) and professional upskilling are also areas to consider.

Often, we cannot afford to create value with stakeholders because of the cost of bringing education or a program to a community. My community wants to co-create a talent pipeline that serves workforce needs. CSU was asked to deliver a hybrid degree completion program in Accounting as part of this work. The program failed because of the cost to deliver the program, the impatience for growing the program, providing the resources to be successful, etc... Furthermore, for various reasons, there is not incentive for the faculty to co-create value with stakeholders who have interests outside of Fort Collins. Lastly, CSU is slow to deliver on the needs of industry which doesn't have the time to wait on results and lives in an ever-changing environment. They cannot wait on approvals, our systems, or our ways of doing to achieve results.

Lack of systems, e.g., CRM (e.g., contact database, interested ways of connecting)

Lack of repeatable templates/routines for successful external stakeholder engagement (everything feels ad hoc)

Seem to lack central resources and people/infrastructure to make this easy.

Our collaboration level in CO, in my view, is higher than in other locations, but multi-institutional collaboration is not straightforward. More of a reflection that there are not great legal/policy frameworks in place for multi-institutional collaboration.

State/University policies (bureaucracy is strong and there are info silos)

Lack of infrastructure (mainly people)

Funding

I have met significant barriers with collaborating with colleagues ... some of the work is supposed to occur in my lab with support from [a colleague's grant], but CSU will not allow the transfer of funds necessary for this collaboration to continue.

1. Confusion over intellectual property distribution. 2. perception that higher education is slow 3. Lack of coordinated efforts due to the siloed nature of higher education.

1) timely communication

2) creating a realistic understanding of the cadence of our research enterprise and a realistic expectation on the part of the stakeholder

3) trust

Resources, including the resourcing of human capital, are needed to meaningfully sustain relationships with stakeholders whose loyalty needs to be nurtured over time.

CSU seems to maintain a somewhat conservative approach to creating affiliation with stakeholders. We need to foster our agricultural roots but not limit ourselves to it nor its most marketable applications.

We need clear vision so that investment in areas such as renewable energy are seen as part of our mission and vision. We have had connections to energy for years but we are not VISIBLE in the renewable business and we could be.

1) We are sometimes bound by processes which tend to be slow and rigid

2) Tied to 1) this rigidness can cause potential missed opportunities and frustrated stakeholders that don't understand these constraints

3) Mindset of individuals not being open to finding quick and innovative solutions to solve a problem or implement things can be time consuming and frustrating

Silos

Lack of central leadership in this space to have comprehensive strategy

Incentives not aligned with goals

1. Issues with creating contracts for funded projects

2. Ability to deliver products quickly (students cannot work full time and deliver products quickly)

1. Financial

2. Multi-step processes/multiple forms required by external partners

3. Resources

No real performance incentives

Turf battles

No leadership/administrative champions

General university bureaucracy, but nothing truly of note.

Administrative structures that limit or gatekeep

Territorial issues

Please see below...

Lack of internal coordination among departments and administrative functions. They work at cross or conflicting purposes.

Lack of faculty interest or engagement in such relationships.

Animosity toward for profit efforts. The University is not structured in a way to favor or foster entrepreneurial activities and actually discourages and puts up barriers for it.

Poor fundraising

1) No coherent public facing strategy for engaging with entities outside of the university.

2) Siloed organization lacking clear points of contact for economic and workforce development

3) Lack of presence in community (Fort Collins/Larimer County) outside of university footprint and programs

lack of creativity as it relates to cost-sharing

we don't reach into the institution to identify experts or expertise areas for collaborative opportunities (siloes disciplines)

recognize the varying strengths of our community--some faculty may be well-suited for co-creation with stakeholders, but their other commitments keep them from doing so.

Lack of long-term vision - challenging to take the time and effort to stay engaged with stakeholders who might become important in 3, 5, or 10 years. I feel like we work really hard to create and maximize "convenient" relationships - one in which we have an immediate/short term need/opportunity, but then we drop/forget to nurture the relationship building component once the project is done. I am not certain that we are good at asking what the collaborator's need is, and then constructively figuring out how we can best support each other - we are often the pull focus in the relationship (what do we get out of it, how does it help us achieve what we need), and then our collaborator's need is seen/treated as a requirement/duty instead of mutually supported relationship. In my experience, we have a lack of true customer service skills/orientation/balance of seeing the benefit for our partners.

Finding/identifying best point person within CSU system to connect with

Understanding the areas of expertise that are available within the CSU system

Depending on the ask, CSU can be slow to respond.

Much of this value is contingent on faculty relationships, typically long-standing. Therefore, supporting faculty and enabling their nimble engagement with faculty is critical. CSU has had a long-lasting challenge around infrastructure (OSP) for both contracting and alliance management that is not driven by rigorous philanthropic goals. We really need to break down the barriers that prolong and belabor collaboration with industry and other external stakeholders.

Openness to consider alternative perspectives, willingness to adapt class curriculum, invite guest lecturers to relate application of subject matters

clunky process to arrange collaboration, especially with co-funding

1. Focus outside engagement with industry on seeking donations.

2. CSU has few hubs of innovation (e.g., Parts of IDRC, Engines Lab) that have track record of industry collaboration, patent applications, and startup company formation.

3. General lack of what "innovation" is, e.g. all faculty should read "Superabundance" to understand the role of innovation in allowing our planet to accommodate 8 billion people, with ample capacity to accommodate many more through continuous market (free) driven innovations that are impossible to have predicted (or have been mandated through government initiative or other top-down directives).

CSU leadership can be slow to take on risks or new initiatives.

CSU staffing and program support is lean in many areas, often hampering execution or increasing cost in getting things done internally to the university.

CSU emphasizes investment in facilities and real estate development above creative programming and research initiatives.

1. ownership of stakeholder by other CSU entity 2. competitiveness among CSU colleges/departments for untapped stakeholders 3. resources/time that goes into relationship building

No single entry point.

No list of options.

Hard to make connections - email, phone, in person

this is true for all universities... it is hard to know all the resources out there that are available to stakeholders so often we co-create something that already exists or we can't help because we aren't sure where to send them.

Misaligned incentives

Jumbled leadership groups (VPR/Strata/UA/OEE/unit collabs) not always on same page.

-Bureaucracies around funding: receiving and spending money. These processes are completely opaque, and when I try to learn about it, I usually just end up more confused

-Uneven support from leadership in possible partnerships

-There is some community mistrust in Fort Collins, with the perception that CSU "throws its weight around (see the resistance to Hughes stadiums land being developed).

Slow response time

Aversion to risk

Unwillingness to offer a value proposition, only interested in what is in it for CSU

confusion

too many offices trying to do the same thing

confusion

Too slow; too many curriculum processes; we don't collaborate with others across campus

Non-market thinking at the operating level, from individual faculty all the way up to faculty council. Bureaucracy, structures and systems that are in place that purport to be deliberative, but really end up impeding ability to respond quickly to external opportunities.

Incentives in the university are not for departments to work together, where the nature of knowledge and opportunities in the external environment will often require cross-disciplinary collaboration.

Describe How important it is for you to collaborate with external partners in your current job duties?

Broadly speaking, any of Colorado's dominant statewide industries.

Create incentives for faculty and staff to engage external stakeholders; improve process for managing legal and IP for external partnerships

1. Our presence in all 64 counties opens the door for intentionally co-creating lifelong learning opportunities for individuals, families, communities, and business and industry
2. Partnerships from across campus, including with Alumni, Athletics, Engagement and Extension, and Colleges, and accelerate our responsiveness through the creation of a unified and agreed-upon plan
3. I can identify many other ideas and am more than happy to support the next steps!

Transdisciplinary Institute for Collaborative Innovation in Provost or VPR Office

Again, more grant opportunities and govt cooperative agreement opportunities than ever to fund community-based research and education programs

Far greater interest and expertise among young faculty to do such work

Colleges/department leadership could benefit by having external advisory boards, training for faculty on how to engage with industry/external partners.

Spur offers a lot of opportunity here. Strong engagement between Fort Collins and Spur can be leveraged by CSU faculty and staff. This requires conversations and creativity and isn't a "one size fits all" approach. But Spur is a huge asset in this arena. The Extension network and the Ag Experiment Stations are other assets. The CSU System with our regional (Pueblo) institution and our online (Global) institution are strong compliments to the land grant approach (Fort Collins). Thinking of the CSU System collective (including Spur and our statewide networks) as part of an evolution of how higher ed works, who gets access to education, how research problems are tackled, how industry partners with CSU will resonate with people cross our state, industry leaders, and government leaders. Honestly, I think we have the pieces, we just need to package, promote, communicate what we are already doing as a first next step.

There is a ton of opportunity to co-create value through our Collaboration Campus efforts. Feel free to reach out to me if you are interested in unpacking the discussion.

Broader/deeper advisory panels/boards and sharing.

Longer-time horizons for planning (e.g., instead of this semester, we want to accomplish ___ in next few years).

Cross-pollination between career management and course/project engagement, community needs, research

I think we are just in the starting stages of co-creation of content to rapidly advance lifesciences and climate tech startups. Real opportunity to innovate.

Community events on Campus...we have to get people onto this wonderful campus to attract future students and opportunities

Showcase student talent/projects to partner with community businesses and organizations

Unveil more research projects to the entire campus and community as I think there are great projects going on that we don't know about...hidden synergies

I have long advocated for a more centralized office/mechanism for engaging with and stewarding relationships with external stakeholder groups (particularly industry). Colorado State University has at least seven vice-president offices/divisions that have personnel dedicated to engaging with industry without an infrastructure for coordination.

1) conceding short term returns in asset ownership (IP) for long term reputational value with a collaborator, i.e. becoming the research partner of choice

2) our interests can align well and our respective contributions can be truly complementary

3) high risk early stage discovery stage research with amazing value for money is our strong suit

1) Firm up our mission and vision. 2) Then provide seed money for people to launch initiatives that are forward-looking, 3) Get out of the way of faculty and let them do what they do best, which is to use their heads and innovate. It sometimes feels like the faculty are in velvet handcuffs rather than liberated to do what they could and should do to help CSU innovate. 4) Think more broadly about innovation and develop understanding that it pertains to the arts and social sciences as much to STEM and Business.

Recently, there has been some nice collaboration with CSU Strata that involves trying to get the most for stakeholders by allowing individuals to focus on strengths

Create central position(s) to manage this area

Nothing is popping into my head on this.

1. Creating visibility

2. Inclusion of new areas across CSU (SMTD)

Change incentive structures to break down silos and turf disagreements and battles

Leverage CSU STRATA capabilities within academic departments

Give permission to fail and take risks

continue to publish stories (in Source or on social media, newsletters) as examples that can help stakeholders see themselves involved and make paths clear for how to connect

Better engagement with business community, economic development officials, site selectors and emerging industries and professions. These are all areas we are working on and interested in further engaging in.

A complete overhaul of the culture at CSU would be required for this to happen. It is not practical or feasible.

- Locally focused economic development program that leverages and connects CSU and Strata

- Engaging in local issues that impact the economic competitiveness of the region

- Showing up; CSU seems to be conspicuously absent from a lot of what is happening in the community

Creative faculty appointments or exploration of innovative opportunities for faculty to develop relationships with external stakeholders

Training/instilling a sense of "we are all in this together/all boats rise when the tide rises", and recognition of those that do that well (the relationship cultivators). Engaging with stakeholders in a long-term needs discussion "what do you need/what would you like to see/what would you like to build together in the next 3-, 5-, 10-years in this relationship", and then figuring out if our needs are in alignment and examining the balance of what it will take for us to deliver. We may do the first 2 items, and I am just unaware/not involved in those discussions. Telling better stories of engagement - successful outcomes for both us and the stakeholder (how did we work together to achieve X for us AND Y for them - the short and long term impacts).

In my work we participate in many business-led organizations that are tackling some of the biggest challenges faced by our community, and there is an opportunity for CSU to play a bigger part in these efforts. Happy to share more as needed.

Intellectual property, post-doc/graduate student support, equipment showcasing, upskilling.

Providing real life examples of how a specific topic is incorporated into the operation of an enterprise. sometimes it takes seed funds to develop relationships with stakeholders

Formulate a statement of collaboration that faculty could sign on that tells potential industry collaborators why they would be desirable innovation partner - willingness to abide by timelines, to respect industry IP (not give up their right to create new IP, whether co-owned or solely-owned), provide a guarantee that study results from industry sponsored research are repeatable/verifiable, that they are committed to patenting discoveries for purposes of commercialization (w/ rare exceptions), etc. This would take some thought (and input from industry) but I believe CSU could stand out as a partner of choice if it could 'advertise' that its faculty are onboard with industry expectations for collaboration.

We are aiming to leverage the Spur campus in Denver as a platform for convening stakeholders in ag and food technology, identifying needs, and then assembling project teams of grad students, faculty, and external advisors to co-create value with those stakeholders.

Opportunity to collaborate on ethical goals, like "Business for a Better World", focusing on student success, creating resources for CSU that benefit students and community

We have tremendous opportunity to bring new business to Fort Collins/Northern Colorado - especially Research and Design that want to collaborate with education. We HAVE to make that easier to do.

Elevation of Corporate & external relations office to be situated in presidents or chancellors office to have someone with a full time purview overseeing this. See Grave O'Sullivan's role at ASU <https://research.asu.edu/about-us/research-leadership/grace-s-osullivan> or business centers at CMU/Umichigan

CSU has incredible depth of research talent but it is very challenging to connect that talent with private sector partners. Industry comes directly to us to perform work and as a research institute we are able to respond quickly and deliver data but this is not typical of CSU as a whole.

partnerships for employees to come to CSU for training; continuing education

Offer much more breadth in the nature of solutions to world problems. Working with our learners to enable lifelong learning and problem solving.

Contracts Task Force Report

Submitted December 12, 2022

Task Force Members: Christine Pawliuk (Chair), Tracy Brady, Thomas Conway, and Jared Orsi

Colorado State University (CSU) has made great strides in improving the culture for CCA faculty over the past decade. Recent changes providing contract and continuing faculty access to positions on Faculty Council, Faculty Council standing committees, and departmental shared governance have promoted a more inclusive culture for CCAF. However, policies meant to reduce contingency among CCAF have stalled in recent years, to the detriment of faculty and the university. In addition to faculty retention and well-being, CCAF job security enhances the quality of teaching at CSU by strengthening academic freedom. Academic freedom is essential for faculty to share cutting edge, sometimes provocative, innovative ideas in the classroom. Without their positions secured by contracts and other measures, CCA faculty have told us that they hesitate to introduce certain potentially controversial topics into the classroom, fearful that a few complaints from disgruntled students could easily jeopardize their jobs. The students, the university, and the American polity are poorly served by a system that encourages faculty to self-censor in the name of job security. Therefore, everything we can do to enhance the security of the positions of CCA faculty also improves the quality of classroom instruction.

The system of adjunct-continuing-contract approved by Faculty Council in 2018 was meant to create a ladder towards more employment stability as an individual faculty member gained experience over many years working at CSU. This includes provisions in the Faculty Manual limiting the number of semesters a faculty member can be continually appointed to an adjunct position ([E.2.1.5.iii](#)) and providing a mechanism for long-term continuing appointment faculty to request consideration for a contract appointment ([E.2.1.5.g](#)). Anecdotal evidence suggests that adjunct and continuing faculty are not migrating to contract appointments in large numbers. The task force is working with IR (Institutional Research) to extract exact data to confirm or refute this. We should be able to supply that data in January.

To investigate this problem, the task force conducted an online, anonymous survey of CCAF. This survey was distributed to all CCAF faculty via email and received 275 responses. In fiscal year 2022, there were 779 CCA faculty at CSU, so this is a response rate of approximately 35%. The data collected was not shared beyond the task force; review and analysis of the data was conducted by task force members. The main takeaway from the results of this survey is there is a lack of clarity about the current system, especially the difference between contract and continuing appointments. Approximately 16.8% of participants believe that there is no difference between contract and continuing appointments, and the most common written comment when asked about the advantages of each type was a variation of “I don’t know.” Furthermore, there is a lack of transparency in who has contracts, how appointment types are chosen, and how to ask for a contract if a faculty member would like to request one. When asked if they knew the criteria for receiving a contract in their department, 76% of faculty said they did not. In addition, 83% said they did not know the criteria they needed to meet to request a contract.

Recommendations to Achieve Transparency and Clarity:

- According to the Faculty Manual “A continuing faculty member who has been employed with this appointment type for at least ten (10) semesters shall be given serious consideration for conversion to a contract faculty appointment” ([E.2.1.4.h](#)) and “These appointments may be

offered at any time at the discretion of the department.” (E.2.1.4) With this in mind, we recommend:

- Departments should be required to develop and follow criteria for faculty to be eligible for contracts.
- Department codes should reflect the spirit of the Manual and remove any exclusive language that narrows eligibility for contracts (such as only offering contracts to terminal degree holders, professor track or special work projects). This will help clarify who is eligible and when.
- Faculty Manual language should include “see departmental code” for details.
- Faculty Council should provide units with strong guidance, so that units keep with spirit of the Manual policy in terms contract eligibility.
- Faculty Manual language should shift responsibility to department heads or their designees to inform faculty when they are eligible for contracts.
- Units should improve transparency around appointment types. We recommend more education for unit heads and others responsible for communicating with faculty on employment, particularly on the differences between contract/continuing appointments. Units should clarify the advantages of contracts over continuing (at-will) appointments for their faculty. Advantages can be clarified through established communication channels, department codes, and contract language. CoRSAF and CoNTTF (information on website) can help units educate their faculty.

Recommendations to Differentiate Contracts from Continuing Appointments

- Assuming satisfactory performance, contracted faculty appointments should mirror tenured faculty with the expectation that they will remain as contracted faculty
- To achieve that stability, assuming satisfactory performance, contracts should be expected to be renewed after their end dates
- In addition to the Faculty Manual stipulation that department heads respond to faculty contract requests with a written denial or approval (E.2.1.4.h), we recommend revising the Manual to require that faculty be provided written reasons if a contract is allowed to expire and not renewed
- The Provost’s office should remove language from the contract template about financial support—language not seen in Tenure/Tenure Track appointments—because there is also language below about financial exigency in the event of the university lacking cash reserves. In addition, the contract template alters the word “contract” in the language required by the state, replacing it with “appointment.” This should be changed to reflect the original language in the legislation.
 - “If it is not renewed, your appointment reverts to an at-will continuing appointment at the end of the contract period. Your contract will continue for the term identified herein, assuming your satisfactory performance, ~~adequate financial support for the position,~~ and your compliance with University policies and procedures”
 - This is included in the same paragraph: “pursuant to Colorado law, the terms of your appointment may be unenforceable if, during the term of your appointment, the Colorado State University System or Colorado State University (i) ceases to be an enterprise, as defined in section 20(2)(d) of article X of the state constitution; and (ii)

lacks present cash reserves sufficient to pledge irrevocably to satisfy the terms of your ~~appointment~~-contract.”

With the creation of pathways to promotion as well as contracts, the university has reached what academic labor researcher Adrianna Kezar refers to as level three or the “Inclusive level” of the four institutional “cultures” for non-tenure track faculty (“Gauging Climate for Non-Tenure Track Faculty” Colleen Flaherty, Inside Higher Education, August 2015). It is time to explore how this institution can reach the highest level in which CCA faculty have full equity with their tenure track peers.

The American Association of University Professors’ (AAUP) contends that before 1970 most tenure-track appointments were teaching intensive. However, since 1970, although teaching intensive appointments have grown, most of these appointments have been off the tenure track. The report lays out the negative impacts for students, for academic freedom, and for faculty themselves, resulting from this shift toward hiring off the tenure track. AAUP states “The best practice for institutions of all types is to convert the status of contingent appointments to appointments eligible for tenure with only minor changes in job description.” (AAUP Report, “Tenure and Teaching Intensive Appointments,” 2010 with revisions in 2014) Although there are not many institutions that have achieved such a transition yet, we have found some successful models such as the one adapted by Worcester Polytechnic Institute.

In 2012, Worcester Polytechnic Institute (WPI) wanted to improve conditions for the numbers of non-tenure track faculty. WPI created new titles as well as pathways to promotion for its contingent faculty. At the time, the idea of tenure for teaching faculty was considered out of the question. By 2018, WPI realized that without the protection of tenure, contingent faculty remain in a vulnerable position without academic freedom or job security. As such, WPI convened a new task force which took the bold step of creating a teaching track for tenure. The goals of the university included conversion of 40% of contingent faculty to tenured teaching lines by August 2023, and longer-term contracts for the remaining 60%. A WPI case study conducted by the Delphi Project on Changing Faculty and Student Success indicated that “at WPI, the design and implementation of a tenure track for teaching faculty and the other changes for remaining CCAF began to resolve some intractable problems in higher education, such as the erosion of tenure and academic freedom, the precarious status of contingent faculty, and the weakening of faculty governance. These systemic improvements grant teaching faculty at WPI the professional identity and esteem currently missing in many institutions across the country.” (“Systemic Improvement for Teaching Faculty and Expansion of Tenure for Teaching at Worcester Polytechnic Institute, Jordan Harper and Adrianna Kezar, The Delphi Project on Changing Faculty and Student Success, <https://www.wpi.edu/offices/faculty-governance>)

It is time for CSU to explore such ideas to create genuine equity for all faculty and secure the academic freedom that enables the best possible teaching. The task force did not have time this semester to investigate these kinds of models deeply and is interested in continuing to concentrate on investigating these models in spring 2023.

CSU Faculty Council Task Force on Shared Governance
Report for Fall, 2022

Members: Carole Makela, Jennifer Martin, Andrew Norton, Mary Van Buren

Charge: Manual changes that were passed by Faculty Council in spring 2021 failed to pass the review of the Office of General Counsel that summer and hence did not become Manual language and policy. This task force will work to understand the concerns that led to the rejection of the language and will seek strategies for obtaining an improved outcome. If the task force sees fit, it may recommend new language that can be passed along to one or more standing committees such as the Committee on Faculty Governance and the Committee on the Responsibilities and Standing of Academic Faculty. If the task force gets that far, it should share the recommended changes with the Chair so that she can route the recommendations to the appropriate standing committees.

Activities: The Task Force on Shared Governance met three times during the fall of 2022 and decided to make minor modifications to the Manual language that was proposed in spring of 2021. Specifically, one clause in the proposed new language in the Preface regarding faculty involvement in the selection of administrators was struck, and new language requiring inclusion of shared governance in departmental and college codes (Sections C 2.4.1.1 and C 2.4.2.1) was added. This proposed language will be submitted to Chair Sue Doe by December 2 for dissemination to the appropriate standing committee of the Faculty Council. The Task Force will continue its activities into the spring of 2023.

Administrative Leave Task Force Report

Members: Michael Antolin, Sharon Anderson, LeRoy Poff

Date: February 15, 2023

Executive Summary:

University policies and procedures that implement involuntary administrative leave (AL) of faculty are reviewed. This task force examined definitions of AL in the Academic Faculty and Administrative Professional Manual of Colorado State University (the Manual), in Colorado State University policies and in policies at other universities in Colorado, and in State of Colorado statute 4 CCR 801-1. The Manual and State statutes clearly define the principles and procedures for due process in corrective and disciplinary action for faculty. However, in cases where administrators/supervisors place a faculty member on involuntary AL, we could find no language in the Manual or university policy that ensures due process, including the prospect for reinstatement after AL is completed. This lack of clear process and procedure may result in AL being used inappropriately as a disciplinary action, with unintended but serious harm to the faculty's professional life. Modifying the Manual and Colorado State University policy to implement due process for faculty placed on involuntary AL is necessary to create a fair and transparent process that can be understood by faculty and administrators alike.

Three conclusions:

1. Colorado statute 4-CCR-801-1 clearly states that involuntary AL is not to be used as part of, or a substitute for, corrective or disciplinary action. Involuntary AL and exclusionary orders may be implemented to protect the safety and operations of the university, and to prevent harm to other individuals while an investigation of alleged impropriety is ongoing.
2. Involuntary AL may be seen as punitive to faculty scholars and researchers even if the AL is paid. Faculty on involuntary AL are often blocked from access to scholarly materials, correspondences, and other activities while the faculty is barred from campus. Even if the faculty is exonerated, the punitive effects of involuntary AL will likely be long-lasting.
3. Procedures for discipline and grievance are outlined in The Manual in sections E and K. However, procedures and due process for faculty under involuntary AL are not defined in the Manual, other than to state that involuntary AL is not grievable in section K.

Three recommendations:

1. We recommend that the university develop specific policies for involuntary AL for faculty when investigations of alleged impropriety are initiated. Definitions and descriptions of corrective and disciplinary actions that appear in the Manual, policies at Colorado State University and other Colorado universities, and Colorado statute 4-CCR-801-1, include procedures to ensure due process. Similar provisions for due process for involuntary AL should be implemented.
2. Who at the university has authority to place a faculty member on involuntary AL remains largely unanswered in university policies and in Colorado statute 4-CCR-801-1. It is our understanding that involuntary AL and Exclusionary Orders may be put into effect by any administrative authority or supervisor authority at the university. We recommend that any amendments to university policy and/or the Manual should specify who carries this authority.
3. This task force recommends that these issues be further reviewed by the Faculty Council, Committee on the Responsibilities & Standing of Academic Faculty (CoRSAF). The hope is that a balanced and transparent university policy that implements due process for involuntary AL can be framed and adopted in the Manual.

Introduction

Administrative Leave (AL) for faculty at Colorado State University comprises a non-uniform set of actions that represent either privileges, incentives, and benefits to faculty, or disciplinary and potentially punitive actions against faculty. AL may be voluntary or involuntary, and may be unpaid or paid, depending on the circumstances. Voluntary leave is allowed and approved under university guidelines and policies with clear procedures for incentives that benefit the faculty and to meet the diverse goals of the university. Involuntary AL, possibly as part of disciplinary action, is not similarly codified. But generally, it is understood that involuntary AL is enacted when allegations of impropriety arise, while investigations of the allegations are conducted.

This Task Force was formed in September 2022 by Professor Susan Doe, Chair of the Faculty Council, to “consider how the notion of administrative leave is being used with faculty, how it is explained in the Manual and in the policy library, and how existing Manual/policy language interacts with both state statute and faculty experience.” (APPENDIX page 9).

When the task force was announced, a general call was made to faculty, and especially to members of the Faculty Council, to join. Eventually, three members joined the Task Force: Michael Antolin (Biology and Faculty Council), LeRoy Poff (Biology), and Sharon Anderson (School of Education and Faculty Council).

In this report we address each aspect of involuntary AL identified in the task force charge and include in the APPENDIX copies of relevant documents and policies. Finally, we make recommendations for codifying procedures for placing faculty on involuntary AL in a way that ensures due process for faculty when allegations impropriety arise and are investigated.

The Manual

The “**ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL OF COLORADO STATE UNIVERSITY – 2022-2023** (last revised December 2, 2022)” (hereafter referred to as “the Manual”) gives few definitions and actions regarding AL, and the term “administrative leave” appears only in Sections F (Leave Policies), G (Faculty and Administrative Professional Privileges and Benefits), and K (Resolution of Disputes).

In the Manual, AL is mostly described in positive terms as a benefit or incentive to faculty and the leave is seen as advancing the goals and purposes of the university’s mission. This includes AL as unpaid leave for administrative officers under section F.3.7 (p. 182), and in section G.1 under study privileges as AL with pay (p. 181-182). Definitions and procedures for many other categories of leave (e.g., sabbatical leave, family medical leave, to name but two) are described in detail in section F (Leave Policies), including procedures for approvals, timing, and reporting requirements.

AL as remedial or disciplinary action against individual faculty is not described (or mentioned) within the Manual. The term “administrative leave” is conspicuously missing from sections E.14 (Performance Reviews), E.15 (Disciplinary Action for Tenured Faculty), and E.16 (Appeal of Early Termination of Tenure-Track Faculty Appointments).

As part of a disciplinary action, the only occurrence of the term “Administrative Leave” is in section K (**Resolution of Disputes**) where the process for grievance by faculty of administrative actions is described. In this instance, AL is excluded from the university grievance process

available to faculty. As specified under **K.3.1.A: Grievable Action does not include:** (p. 230-231) “Placement on paid administrative leave” and “Acts in response to violations of law or endangerment of public safety.”

University Policy Bank

A search through the university Policy Bank (<https://policylibrary.colostate.edu/>) also did not yield a clearly stated policy regarding involuntary AL, with or without pay, as a disciplinary or remedial action. Nevertheless, to our knowledge, when involuntary AL is used as an action against faculty, the faculty member on AL is barred from campus and university resources.

The policy that may apply to those cases is “Exclusionary Orders” (Policy ID#: 6-6023-005, Effective 9/26/2012, revised 2/11/2022; see APPENDIX page 10). The policy was implemented by the Vice President for University Operations in 2012; its purpose is given as:

This policy provides direction to responsible university personnel for the issuance of orders excluding a person from entry upon university property. This policy is adopted pursuant to the inherent authority of the University to protect the safety of persons and property within its supervision and control and the specific authority vested in the University by law to adopt orders, rules, and regulations necessary for the administration, protection, and maintenance of its public buildings and property, including the prohibition of activities or conduct within public buildings or on public property.

Under the Exclusionary Orders policy, justification for removal from campus is given as:

In accordance with such section and other applicable laws and policies, the University reserves the right to exclude any person from all or any part of its campuses or facilities to the extent that such person's conduct (i) materially disrupts, or presents a significant threat of materially disrupting the academic environment, mission, or orderly operation of the university campus or facility; (ii) engages in conduct that constitutes harassment or loitering; or (iii) constitutes a threat to the safety and well-being of persons lawfully present on any such campuses or in any such facilities. Such right shall be exercised by the Chief of Police, who may delegate such authority to the officers under his or her command.

The Procedures for the Exclusionary Order includes:

The Subject shall, upon written request to the Associate Vice President of Safety Services (AVPSRS), be entitled to a hearing on the propriety of such Order before a committee comprised of three persons appointed by the AVPSRS or designee (the “Committee”). Such request shall be filed with the AVPSRS within seven university business days after the Order is hand-delivered, sent by email, or received by certified mail to the Subject. The request for a hearing shall be submitted in accordance with the instructions on the Exclusionary Order. The hearing shall be held by such Committee within ten university business days after the filing of the request, upon reasonable notice to the Subject of the opportunity to be heard, as further set forth herein. The Order remains in full force and effect during the hearing and any subsequent appeal process.

In sum, the Exclusionary Orders policy includes specific procedures for implementing this disciplinary action: a) issuance of the order, b) formation of a review committee, c) communication timelines with The Subject, d) appeals of the decision by The Subject, e) timing of effective dates and time period (duration) of the order, and f) petition for removal of the order. Again, these are not reflected in the Manual.

Policies at other Colorado Universities: University of Colorado Boulder, University of Northern Colorado, Colorado School of Mines

A search for similar policies at other universities in Colorado (but not a comprehensive examination of disciplinary actions in their “faculty manuals”) yielded no explicit policies at UNC or Mines, and one at the University of Colorado, Boulder (Policy 11-H, “Leave Policies for University Staff, and Faculty on Twelve-Month Appointments,” see APPENDIX page 14). This policy is stated to be extending policy to include 12-month employees “regarding paid administrative leave consistent with and no more restrictive than State law.” Again, much of the policy addresses the incentives where AL is “determined to be for the good of the University and the State.” For disciplinary action, the CU policy describes extended paid AL as:

If a university staff or faculty member on a twelve-month appointment is the subject of disciplinary action or an investigation, extended paid administrative leave may be authorized for such employee for a reasonable period of time. In such circumstances, a reasonable period of time will be determined based upon the length of time it takes to complete an investigation. Only the Chancellor, or his/her designees, may authorize extended paid administrative leave for university staff and twelve-month faculty for investigative purposes.

Statutes of the State of Colorado

A search of the term AL in Colorado statutes yielded the “**STATE PERSONNEL BOARD RULES AND PERSONNEL DIRECTOR’S ADMINISTRATIVE PROCEDURES 4 CCR 801-1.**” This extensive document was first in effect in 2005 and the current statute can be accessed online: <https://www.sos.state.co.us/CCR/GenerateRulePdf.do?ruleVersionId=8906&fileName=4%20CCR%20801-1>

The relevant parts of the statute are in Chapter 5 (Time Off) and Chapter 6 (Performance), which specify steps to be taken during disciplinary action. The term AL appears in many other places where AL is used in the context of incentive and benefit to the employee for the good of the state.

The general principles governing evaluations of performance are (p. 51):

Board Rule 6-1. Employees represent the State so they are required at all times to use their best efforts to perform assigned tasks promptly and efficiently and to be courteous and impartial in dealing with those served. Employees may be rewarded based on their level of performance.

Board Rule 6-2. A certified employee shall be subject to corrective action before discipline unless the act is so flagrant or serious that immediate discipline is proper. The nature and severity of discipline depends upon the act committed. When appropriate, the appointing authority may proceed immediately to disciplinary action, up to and including immediate termination.

Disciplinary action is to follow specific procedures that include due process elements: timelines, representation and communication, and criteria for corrective action.

The use of involuntary AL as part of disciplinary action is specifically prohibited from corrective or disciplinary action, and is not to be implemented as a substitute for corrective or disciplinary action:

5-15.A. (p. 43). Administrative leave is not intended to be a substitute for corrective or disciplinary action or other benefits and leave. (02/2017).

Board Rule 6-12. (pp. 53-54). Disciplinary actions may include, but are not limited to: an adjustment of base pay to a lower rate in the pay grade; base pay below the grade minimum for a specified period not to exceed 12 months; prohibitions of promotions or transfers for a specified period of time; demotion; dismissal; and suspension without pay, subject to FLSA provisions. Administrative leave during a period of investigation is not a disciplinary action. At the conclusion of discipline involving temporary reductions in base pay, it shall be restored as if the discipline had not occurred. Reasons for discipline include:

1. failure to perform competently;
2. willful misconduct or violation of these or department rules or law that affect the ability to perform the job;
3. false statements of fact during the application process for a state position;
4. willful failure to perform, including failure to plan or evaluate performance in a timely manner, or inability to perform;
5. final conviction of a felony or other offense of moral turpitude that adversely affects the employee's ability to perform the job or may have an adverse effect on the department if employment is continued. Final conviction includes a no contest plea or acceptance of a deferred sentence. If the conviction is appealed, it is not final until affirmed by an appellate court; and,
6. final conviction of an offense of a Department of Human Services' employee subject to the provisions of §27-1-110, C.R.S. Final conviction includes a no contest plea or acceptance of a deferred sentence. If the conviction is appealed, it is not final until affirmed by an appellate court.
 - A. An employee who is charged with a felony or other offense of moral turpitude that adversely affects the employee's ability to perform the job or may have an adverse effect on the department may be placed on indefinite disciplinary suspension without pay pending a final conviction. If the employee is not convicted or the charges are dismissed, the employee is restored to the position and granted full back pay and benefits. Department of Human Services' employees charged with an offense as defined in §27-1-110, C.R.S., may be indefinitely suspended without pay pending final disposition of the offense.
 - B. If the Board or administrative law judge finds valid justification for the imposition of disciplinary action but finds that the discipline administered was arbitrary, capricious, or contrary to rule or law, the discipline may be modified.

The statute does not specify how and when involuntary AL is to be implemented but implies that supervisors have discretion to grant (order) AL in individual cases for the good of the State. The statute is clear that AL is not to be used as a substitute for corrective or disciplinary action, nor is AL to be part of the disciplinary action when an investigation of alleged impropriety is ongoing.

Inquiry to Colorado State University Office of General Counsel (OGC)

We sought to clarify AL policy at CSU by sending a letter of inquiry to the OGC in early November 2022 (see APPENDIX page 18). We have not received a reply.

We asked for a response to the following questions, with a requested response date of December 15.

- a. Does the university have a specific policy that describes the placement of faculty on AL that aligns with definitions of AL in the Faculty Manual, the University Policy Library, and in Colorado statute 4 CCR 801-1? If so, could you please provide a copy to the Task Force?
- b. Does this policy include procedures for the timing and duration of AL (as laid out in 4CCR 801-1), and what conditions must be met for faculty on AL to be either fully reinstated or to be moved toward defined disciplinary processes such as described in E.15 of the Faculty Manual?
- c. How often has AL been used by the university since an AL policy has been in place?
- d. Who in the administration at what administrative level has authority to initiate AL?
- e. Does implementation of administrative leave require approval of OGC?

Conclusions

1. According to Colorado statute 4-CCR-801-1, involuntary AL is not to be used as part of, or a substitute for, corrective or disciplinary action. Involuntary AL and exclusionary orders may be implemented to protect the safety and operations of the university, and to prevent harm to other individuals while an investigation of alleged impropriety is ongoing.
2. While involuntary AL is specifically excluded from disciplinary or corrective action by Colorado statute 4-CCR-801-1, involuntary AL may be seen as punitive to faculty scholars and researchers even if the AL is with pay. Faculty on involuntary paid AL are often blocked from access to scholarly materials, correspondences, and other activities that could continue even while the individual is barred from campus. A balance must be struck between actions for the good of the university and due process afforded to faculty placed on involuntary AL. Even if the faculty member is exonerated, the punitive effects of involuntary AL will likely be long-lasting.
3. Colorado statute 4-CCR-801-1 outlines specific procedures for disciplinary and corrective actions that include due process (key elements of due process are identified below). At CSU, procedures for discipline and grievance are outlined in The Manual in sections E and K. However, procedures and due process for faculty under involuntary AL are not defined in the Manual, other than to state that involuntary AL is not grievable.

Recommendations

1. We recommend that the university develop specific policies for involuntary AL for faculty when investigations of alleged impropriety are initiated. Definitions and descriptions of corrective and disciplinary actions that appear in the Manual, policies at Colorado State University and other Colorado universities, and Colorado statute 4-CCR-801-1, include procedures to ensure due process. At a minimum, due process for involuntary AL and for the investigation during AL should include:
 - i. specifying timing of action,
 - ii. expected period (duration) of the action,
 - iii. provisions for representation of the faculty member and communication with the faculty member,
 - iv. procedures for review and appeal of the action,
 - v. stipulations for how the action can be eventually resolved (i.e. when the action will end).

To our knowledge all faculty who have been placed on involuntary AL eventually resigned or retired from the university, thus ending the AL without a resolution that could lead to reinstatement.

2. The question of who at the university has authority to place a faculty member on involuntary AL remains largely unanswered in university policies and in Colorado statute 4-CCR-801-1. It is our understanding from various discussions conducted during our investigation that involuntary AL and Exclusionary Orders may be put into effect by any administrative authority or supervising authority at the university, and that the action does not require specific sign-off by the University's Office of General Council. We recommend that any amendments to university policy and/or the Manual should specify who carries this authority.
3. This task force recommends that these issues be further reviewed by the Faculty Council, Committee on the Responsibilities & Standing of Academic Faculty (CoRSAF). The hope is that a balanced and transparent university policy regarding involuntary AL could be framed and adopted in the Manual. Sections of the Manual that could speak to due process in regard to involuntary AL should be examined (e.g. Sections D (Faculty and Administrative Professionals), E (Faculty), F (Leave Policies), G (Faculty and Administrative Professional Privileges and Benefits), and K (Resolution of Disputes)).

APPENDIX:

Page 9: Charge to the Administrative Leave Task Force, Fall 2022, Sue Doe, Chair of Faculty Council

Page 10: Colorado State University Policy: Exclusionary Orders

Page 14: University of Colorado Policy: Paid Administrative Leave for University Staff & Faculty on Twelve-Month Appointments

Page 18: Administrative Leave Task Force Inquiry to Office of General Counsel 11-11-2022

COLORADO STATE UNIVERSITY PRESIDENT'S REPORT

Board of Governors of the Colorado State University System
May 4, 2023

I. MAJOR HONORS AND AWARDS

A. U.S. News & World Report ranks CSU the nation's No. 2 vet school

Colorado State University's Doctor of Veterinary Medicine Program has been ranked No. 2 in the nation by U.S. News & World Report, continuing its decades-long reputation as one of the world's best. CSU's vet school grabbed the No. 2 spot in the magazine's 2023-24 Best Graduate Schools rankings, rising past its No. 3 ranking in 2019. The Best Graduate Schools rankings are based on expert opinion about program excellence and statistical indicators that measure the quality of a school's faculty, research and students, according to U.S. News. Those statistical and reputation surveys were conducted in fall 2022 and early 2023. CSU offers a four-year DVM program that was founded in 1907. The highly competitive program receives over 4,000 applications a year to fill approximately 140 spots.

B. Four CSU agriculture leaders honored as Who's Who in Agriculture

Four Colorado State University agriculture leaders are being honored by the Denver Business Journal and the Colorado Farm Bureau for their innovative work within the industry, including Dean of the College of Agricultural Sciences James Pritchett, who is the 2023 DBJ Who's Who in Agriculture Trailblazer, and agricultural education and equine science student Jo Smeby, who will receive the Rising Star award. Hayley Chouinard, department head of Agricultural and Resource Economics, and Jim Bradeen, associate vice president for Spur strategy, at the CSU Spur campus are also among the 22 Who's Who in Agriculture honorees for 2023.

C. CSU Poetry featured in National Academy of Sciences exhibit

Poems written by CSU Professors Camille Dungy and Dan Beachy-Quick are featured in the Poets for Science exhibit organized by Cultural Programs of the National Academy of Sciences. The exhibit, which is displayed through September, is located on the National Mall in Washington, D.C.

D. College of Health and Human Sciences celebrates inductees into the CO Women's Hall of Fame

CSU President Amy Parsons joined College of Health and Human Sciences Dean Lise Youngblade, former inductee Polly Baca, and other leaders at a gala to honor two new inductees into the Colorado Women's Hall of Fame. This demonstrated the historic and present impact of

women in the College of Health and Human Sciences. Theodosia Grace Ammons and Susanne Jalbert (M.Ed., '97; Ph.D., '99) were included among 17 women celebrated at the March 15 Induction Gala. Both women embody the college's priority to optimize human health and well-being in all aspects of the human experience.

E. Temple Grandin receives Founders Day Medal

Temple Grandin, CSU's renowned animal behaviorist and autism advocate, received the 2023 Founders Day Medal, a top university honor launched in 2010 to commemorate CSU's birthday on Feb. 11. Grandin continues to have an impact on the handling of animals. During a Feb. 3 visit to a U.S. Department of Agriculture National Centers for Animal Health facility in Ames, Iowa, she offered an alternative way to take blood samples from the deer being studied there.

F. Natural Resource Ecology Laboratory's Jill Baron awarded prestigious Presidential Rank Award

Jill Baron, a research scientist and ecologist with Colorado State University's Natural Resource Ecology Laboratory in the Warner College of Natural Resources, and Director of the John Wesley Powell Center for Analysis and Synthesis, was one of three United States Geological Survey leaders to receive a 2022 Presidential Rank Award for her work and leadership as a scientist and civil servant. The Presidential Rank Awards are the most prestigious honors in the federal career civil service and are awarded annually by the U.S. President. The awards recognize and celebrate senior career employees for exceptional performance and leadership over an extended period of time.

II. STUDENT SUCCESS

A. Three CSU students receive Goldwater Scholarship Award

CSU undergraduates Claire Lundstrom and Jacob VanArsdale – both in the College of Natural Sciences – and Chloe Brekhus in the Walter Scott, Jr. College of Engineering each received a Goldwater Scholarship Award from the Barry Goldwater Scholarship and Excellence in Education Foundation. The students were among the 413 sophomores and juniors selected from a pool of 1,267 undergraduates nominated by 427 institutions. CSU was one of two Colorado institutions to receive this prestigious honor from the Goldwater Foundation in 2023, with three scholars. Colorado College was the other institution, with two scholars. Over the past five years, CSU has had the most Goldwater Scholars in the state with a total of 12.

B. CSU named top producer of prestigious Fulbright U.S. Scholars

For the second year in a row, Colorado State University is one of the nation's top producers of Fulbright U.S. Scholars – professionals, artists and scholars who usually hold faculty appointments – according to a report published in *The Chronicle of Higher Education*. This year, six scholars from CSU were awarded Fulbright awards for 2022-23, more than from any other university in the state. Other institutions in this year's top rankings include Harvard University and the University

of Michigan. Since the previous year, CSU has produced 14 Fulbright U.S. Scholars, with eight during the 2021-22 academic year.

C. Ecology M.S. student advancing education with interpersonal to institutional change

In recognition for outstanding achievement in promoting equities in education for underrepresented and racially minoritized students, the CSU Graduate School awarded Tamara Layden the 2022-23 Advancing Education Scholarship in honor of the legacy and memory of Martin Luther King Jr. In the past year, Layden developed course curricula and materials that promote social justice at CSU and in the natural resource field, including the blog “Understanding roles and positionality in Indigenous science and education.” For more than a year, Layden has also worked as an Indigenous Pedagogy graduate collaborator in the Forest and Rangeland Stewardship Department for assistant professor Dominique David-Chavez, Director of the Indigenous Land & Data Stewards Lab.

D. Women’s Indoor Track and Field win 2023 Mountain West Championship

The Colorado state women's track and field team returned from the 2023 Mountain West Championship meet as champions, edging New Mexico by just one point with a score of 125.5 points. The CSU men finished second for their second consecutive indoor season, being edged out by Air Force. Although every point counted towards Colorado State's team championship, the meet truly came down to the women's 4x400 relay. The Rams took a three-point lead into the relay, the final event of the meet. New Mexico, on their home track, had the fastest time entering the race with Colorado State on the far opposite end. With the race split into three heats, it wasn't going to be head-to-head showdown, but instead the Rams would race first followed by the Lobos in the final heat of the race.

III. INNOVATION AND RESEARCH

A. CSU earns fourth consecutive platinum STARS designation

Colorado State University once again demonstrated it is among the most sustainable higher education institutions in the world by earning its fourth consecutive platinum rating in the Sustainability Tracking, Assessment and Rating System, or STARS. This most recent rating took effect in January after the Association for the Advancement of Sustainability in Higher Education (AASHE) certified Colorado State’s submission. With a score of 88.13, Colorado State holds the second-highest current score in the U.S. among 580 other participants earning a STARS rating and behind only the University of California-Irvine. Colorado State has earned platinum-level STARS ratings since 2015 when it became the first-ever institution to do so.

B. Colorado Water Center provides funding for statewide outreach and research

CSU Colorado Water Center is addressing the state’s most difficult water challenges by helping provide over half a million dollars in potential funding for CSU faculty, graduate students, and extension professionals to conduct solutions-oriented research, education, and engagement. The Center is requesting proposals for three separate programs.

C. CSU researchers predicting slightly below-average 2023 Atlantic hurricane season

Colorado State University hurricane researchers are predicting a slightly below-average Atlantic hurricane season in 2023, citing the likely development of El Niño as a primary factor. Eastern and central tropical and subtropical Atlantic Sea surface temperatures are much warmer than normal, while Caribbean Sea surface temperatures are near their long-term averages. This is the 40th year that the CSU hurricane research team has issued an Atlantic basin seasonal hurricane forecast. The forecast team also provides probabilities of named storms, hurricanes and major hurricanes tracking within 50 miles of each county or parish along the Gulf and US East Coast, as well as hurricane-prone coastal states, Mexican states, Canadian provinces and countries in Central America and the Caribbean. These probabilities for regions and countries are adjusted based on the current seasonal forecast.

D. NEH grant will help build new Center for Engaged Humanities

The upcoming revitalization plans for the Clark Building will include a home for the College of Liberal Arts' new Center for Engaged Humanities, thanks to funding from the National Endowment for the Humanities. As part of the \$500,000 NEH Infrastructure and Capacity Building Challenge Grant, the college must raise approximately \$1.5 million in matching funds for the project within the next five years. The center will enable the public to connect with work being done in the College of Liberal Arts, as well as provide a space to train graduate students in work that connects their research to the public-interest needs of local communities. While the center will be focused on the humanities, it also has potential to amplify research and scholarly enterprise throughout CSU.

E. FAA grant helps CSU Drone Center introduce Colorado youth to aviation

The CSU Drone Center will introduce high school students and teachers from across Colorado to the exciting career potential of unmanned aircraft, thanks to a \$340,000 award from the FAA. The FAA's stated purpose for the Aviation Workforce Development grant initiative is to help prepare a more inclusive talent pool and to inspire and recruit the next generation of aviation professionals. Drone Center staff envisioned a program that provides innovative instruction, hands-on flight training and testing to prepare students for remote pilot certification. Teachers from participating schools will receive instructor training, curricular materials, and a drone to launch a grassroots Unmanned Aerial Vehicle (UAV) training program back home, with ongoing support from the Drone Center. It's a comprehensive plan intended as an entry into aviation for any Colorado student with an interest, regardless of means.

F. CSU Institute for Entrepreneurship and CSU STRATA hosted event April 1

Entrepreneurship and Innovation Day at CSU featured student-led startups; projects and pitches through CSU STRATA's Demo Day; and the CSU College of Business Institute for Entrepreneurship's Venture RAMS Business Showcase Competition at the Lory Student Center Grand Ballroom. CSU STRATA and the Institute for Entrepreneurship offer resources for students, faculty, and the greater community at any step of the entrepreneurial journey while

leveraging innovation to make a real-world difference. The event allowed members of the CSU and broader community to see work being done by innovative faculty, staff, and students, from early ideation through commercialization.

IV. COMMUNITY IMPACT

A. CSU Police Department joins pledge to advance women in policing

The Colorado State University Police Department has joined a nationwide pledge to increase the number of women in law enforcement and provide more opportunities for women in police leadership positions. The 30×30 pledge asks signing departments to examine policies to account for the diverse experiences of women of all backgrounds and life experiences to better promote the creation of a diverse and inclusive workplace for everyone. By joining the 30×30 Pledge, CSU has committed to a nationwide goal to increase staffing levels of 30% by 2030, to ensure policing agencies are truly representative of the jurisdiction the agency serves.

B. Peace Corps Tribute Garden to celebrate CSU's contributions

To celebrate CSU's early and ongoing involvement with the foundation of the Peace Corps, a Peace Corps Tribute Garden will be established west of the Lory Student Center Theatre. The University annually ranks among the top 15 sending institutions for Peace Corps volunteers and has sent over 1,750 volunteers since 1961, which is 11th among all-time sending institutions in the nation.

C. CSU hosts 250+ Colorado high schoolers at Climate Leadership Summit

In collaboration with CSU's School of Global Environmental Sustainability, CSU hosted over 250 students in the Lory Student Center for a summit organized by a select group of nine students representing different high schools from Poudre School District in Fort Collins. Numerous CSU faculty and staff support the event, but the agenda is designed by high school students for the purpose of building climate literacy, environmental career awareness, and collaborative leadership. Since its founding in 2017, over 1,200 students from across Northern Colorado have attended, and the event continues to expand.

V. FISCAL STRENGTH

A. University Advancement – CY23 Progress.

This report outlines three-year and current calendar year-to-date trends and major gifts obtained that were not previously reported. We are trending lower in cash and outright giving for the first quarter of this calendar year, possibly due to volatile market conditions experienced by our donors. We want to point out we are trending to exceed our total donor count and donor retention goals.

B. Major Gift Report

	*CY 2023	CY 2022	CY 2021	CY 2020
Contributions (cash, non-cash and pledges)	\$21,721,558	\$127,817,362	\$140,827,384	\$100,398,372
Irrevocable Planned Gifts	-	\$85,349	\$1,037,454	\$2,690,000
Revocable Gifts and Conditional Pledges	\$7,346,901	\$37,758,302	\$44,820,510	\$36,161,505
Payments to Commitments Prior to Period	<u>(\$3,337,452)</u>	<u>(\$26,452,826)</u>	<u>(\$15,225,650)</u>	<u>(\$21,335,653)</u>
Total Philanthropic Support	\$25,731,007	\$139,208,187	\$171,459,698	\$117,914,224
Other Private Support	<u>\$4,506,521</u>	<u>\$26,149,758</u>	<u>\$28,541,564</u>	<u>\$34,803,683</u>
Net Private Support	<u>\$30,237,528</u>	<u>\$165,357,945</u>	<u>\$200,001,262</u>	<u>\$152,717,907</u>

*CY23 is as of 3/31/2023

C. Major gifts not previously reported

\$2,000,000 revocable commitment to support *Veteran Students*, Student Affairs

\$1,475,000 revocable commitment to support the *CVMBS Greatest Need*, College of Veterinary Medicine & Biomedical Sciences

\$1,217,926 gift designated as \$608,963 to support a *Chair in Orthopedic Medicine and Mobility Endowment*, \$556,331 to support the *Cardiology and Cardiac Surgery*, and \$52,632 to support the *Gentle Giant*, College of Veterinary Medicine & Biomedical Sciences

\$1,000,000 revocable commitment to support the *Leland Dale and Lynn Adams Chemistry Scholarship Endowment*, College of Natural Sciences

\$1,000,000 gift designated as \$350,000 to support the *Fostering Success Endowment*, \$350,000 to support the *Fostering Success Leadership Endowment*, \$60,000 to support the *Rams Against Hunger Food Pantry Endowment*, \$50,000 to support *Rams Against Hunger*, \$25,000 to support *Emergency Assistance*, \$15,000 to support the *Rams Against Hunger Food Pantry*, Student Affairs, \$75,000 to support the *Student Diversity Programs and Services Endowment*, \$50,000 to support the *Native Student Endowment*, and \$25,000 to support the *Student Diversity Programs and Services*, Other Areas

\$900,000 revocable commitment to support *Translational Research*, College of Veterinary Medicine & Biomedical Sciences

\$900,000 revocable commitment to support a *Liberal Arts Endowment*, College of Liberal Arts

Revocable commitment to support the *Theatre Scholarship Endowment*, College of Liberal Arts

\$750,000 revocable commitment designated as \$375,000 to support a *Scholarship Endowment*, College of Natural Sciences, and \$375,000 to support a *Scholarship Endowment*, College of Health and Human Sciences

\$620,000 revocable commitment to support the *Climate Solutions Endowment*, Vice President Research

Revocable commitment designated to support the *Jessy's Leash of Love*, the *Argus Endowment*, the *Angelo Feline Therapeutics Discovery*, and the *Caninekids Outfitters Cancer Research Endowment*, College of Veterinary Medicine & Biomedical Sciences

\$600,000 planned gift to support a *CVMBS Scholarship*, College of Veterinary Medicine & Biomedical Sciences

\$600,000 gift to support the *Lucy & Friends PET/CT Equipment and Operational Support*, College of Veterinary Medicine & Biomedical Sciences

\$550,000 pledge designated as \$450,000 to support the *Veterans Scholarship Program*, \$50,000 to support the *Veterans Internship/Experiential Learning Support for Health and Exercise Science*, and \$50,000 to support the *Veterans Internship/Experiential Learning Support for Food Science & Human Nutrition*, College of Health and Human Sciences

\$500,000 revocable commitment to support the *Everest*, College of Veterinary Medicine & Biomedical Sciences

\$500,000 gift to support the *Kari and Kelsey's Fund*, College of Veterinary Medicine & Biomedical Sciences

\$300,000 revocable commitment designated as \$150,000 to support the *Construction Management Scholarship Endowment*, College of Health and Human Sciences, and \$150,000 to support the *Art Scholarship Endowment*, College of Liberal Arts

\$300,000 gift to support a *Chair in University Honors Endowment*, Other Areas

\$275,000 gift to support the *Hydrocarbon Research - Department of Civil Engineering*, Walter Scott, Jr. College of Engineering

\$265,120 gift to support the *Reisher Scholars*, Other Areas

\$250,000 gift to support the *Neurology Research (STAND)*, College of Veterinary Medicine & Biomedical Sciences

\$250,000 gift to support the *Ethics Initiative*, College of Business

\$250,000 gift to support the *Garfield County Education Center*, Engagement & Extension

\$250,000 gift to support the *AgNext Collaboration*, College of Agricultural Sciences

\$250,000 pledge to support the *Engineering Scholarship Endowment*, Walter Scott, Jr. College of Engineering

\$232,167 planned gift to support the *CVMBBS Greatest Need*, College of Veterinary Medicine & Biomedical Sciences

\$220,000 gift to support the *Center for New Energy Economy-Program*, Vice President Research

\$125,000 gift to support the *Research and Development for Western Ranches*, Warner College of Natural Resources

\$125,000 revocable commitment to support a *Scholarship Endowment*, College of Health and Human Sciences

\$120,000 gift to support the *Equine Reproduction Laboratory (ERL)*, College of Veterinary Medicine & Biomedical Sciences

\$105,263 gift to support the *Greyrock Review Student Award Endowment*, College of Liberal Arts

\$105,000 gift to support the *Argus Institute Counseling and Support Services*, College of Veterinary Medicine & Biomedical Sciences

\$100,000 gift to support the *Equine Reproduction Laboratory (ERL)*, College of Veterinary Medicine & Biomedical Sciences

\$100,000 gift to support a *Scholarship Endowment*, Walter Scott, Jr. College of Engineering

\$100,000 revocable commitment to support a *Scholarship Endowment*, College of Veterinary Medicine & Biomedical Sciences

\$100,000 gift to support the *Rodeo Club Enhancement Endowment*, College of Agricultural Sciences

\$100,000 revocable commitment to support the *Students First Scholarship Endowment*, Enrollment & Access

\$100,000 pledge to support the *Occupational Therapy Practice Scholars Endowment*, College of Health and Human Sciences

VI. NOTABLE HIRES AND PERSONNEL NEWS

A. President Parsons completes first 90 days

Engaging with civic, community, and higher education leaders: President Parsons' focus on listening, learning, and advocacy brought her to several hundred events and meetings on and off campus during her first 90 days. She met with dozens of local, state, and national leaders including the Fort Collins mayor, city manager, county health director, county commissioners, and members of our federal delegation. She presented to the Fort Collins City Council and attended the State of the City, State of the State, and celebrated CSU's Founders Day at the Capitol. She connected with Senator Hickenlooper and Senator Bennet, and hosted a campus visit with Congressman Neguse and his team, and with Dr. Angie Paccione and CCHC Commissioners Teresa Kostenbauer, Lisandra Gonzales, and Ana Temu Otting.

She also met with local chamber of commerce and foundation leaders; leaders of nonprofits; community service groups; and CSU sponsors and supporters. President Parsons connected with other higher education leaders at the ATI (American Talent Initiative) conference in New York City where she participated in a training for new presidents and networked with a group of 100 presidents from around the country.

In March, President Parsons represented CSU as part of Governor Polis' investment mission to Japan. The delegation connected with Japanese officials, companies, and higher education leaders in Tokyo and Osaka. The group shared accomplishments of Colorado's research universities and federal labs, and demonstrated how our research helps fuel innovation, startups, and new technologies in Colorado. The trip was facilitated by the Colorado Office of Economic Development and International Trade.

Connecting with the CSU community: Over the last three months, President Parsons has met with and toured every division that reports to the president. She also met individually with each VP and dean. She hosted University Distinguished Professors, Faculty Council Leadership, and University Distinguished Teaching Scholars at Magnolia House. Faculty and staff also connected with President Parsons in their classrooms, concert halls, and laboratories; at a new faculty welcome; at the Best Teacher Awards; at Classified Personnel Council; at Administrative Professional Council; and through a report to and meetings with Faculty Council and Faculty Council Executive Committee. She thanked staff and welcomed them to an inaugural appreciation and networking event for AVPs; met with Agricultural Experiment Station and Extension employees; and participated in a CSU Police Department promotion ceremony and visited during a shift change to connect with all employees. She is also focused on building the university's leadership strength through new VP hires.

Student engagement has also been a priority. President Parsons visited with Undocumented Students United; spoke at the First Generation Celebration Dinner; met with students from sorority and fraternity life; attended class with student leaders; and attended the Ram Battalion Gala. She traveled to Omaha with the Scott Scholars for their senior experience in March. In addition to hosting faculty and staff at Magnolia House, President Parsons has brought more than 100 students to the house for a variety of gatherings. She has used this less formal event setting to bring students

together, including the CSU Boettcher Scholars and Boettcher Foundation staff; Scott Scholars; Presidential Ambassadors; and student athletes. She is also regularly presenting and sharing her own CSU experiences with perspective students and families during webinars and campus events.

Supporting athletics: President Parsons attended 15+ athletic competitions and sports events. She showed her support at men's basketball games, women's basketball games, volleyball games and a volleyball banquet, women's track and field events, and football events. She threw out the first pitch at softball opening weekend; attended the Inaugural Soccer Banquet and game at Canvas Stadium; and traveled to the Mountain West Basketball Championships for men and women in Las Vegas. She hosted the Green and Gold Spring Game at Canvas Stadium, and brought together the Mountain West women's indoor track and field champions for a celebration at Magnolia House.

She has become an active member of the Mountain West Conference Board of Directors, attending meetings and connecting with other conference universities. In Denver, she attended Rockies opening weekend with Monfort Scholars, and attended a Nuggets game with CSU partners. These events afforded her opportunities to connect with hundreds of CSU students, supporters, alumni, and donors.

B. Derek Dictson named VP for University Advancement

Derek Dictson will join CSU as the new vice president for university advancement on May 1. He previously served New Mexico State University as vice president of university advancement and president of the NMSU Foundation. At New Mexico State University, Dictson oversaw teams for fundraising, operations, alumni relations, real estate, external relations and endowment management. Prior to that, he worked in development leadership roles at Auburn University and Texas A&M, as well as in management positions in the private and nonprofit sectors. Dictson earned his master's degree in public service and administration from Texas A&M and his bachelor's degree in agricultural business and economics from NMSU. His community service includes work on nonprofit and government boards and commissions, as well as work as an international election observer for the U.S. State Department and the Organization for Security and Cooperation in Europe.

At Colorado State, Dictson will work as part of the presidential leadership team, and is charged with directing the university's fundraising, alumni relations and other advancement efforts. The VP position has been filled on an interim basis by Karen Dunbar and Rudy Garcia.

C. Kyle Henley named VP for Marketing and Communications

Kye Henley will become the University's vice president for marketing and communications May 1. Previously Kyle served as senior vice president and chief communications officer for the University of Southern California. Prior to joining USC, Henley was vice president for university communications at the University of Oregon, and before that he was a senior member of Colorado State's communications team – first as director of Denver PR from 2011-2014 and then as assistant vice president for strategic communications from 2014-2015. He came to CSU after serving as corporate communications manager for CoBank, one of the largest private banks providing

financial services to support agribusiness, rural infrastructure, and Farm Credit customers in the U.S. Henley is a graduate of the University of Northern Colorado and Harvard's Kennedy School Executive Education Program in Crisis Leadership in Higher Education.

The Division of Marketing and Communications oversees CSU's Marketing and Brand Management, Strategic Communications, Community Affairs and Engagement, CSU Magazine, and Social and Digital Media. CSU Professor Greg Luft has led the division during the interim period, since the departure of former Vice President Yolanda Bevill.

D. Eric Ray named VP for Human Resources

Eric Ray will begin work as CSU's Vice President for Human Resources on June 1. Eric is currently CSU's Executive Director of Strategic Partnerships and Employee Relations. He has served in leadership positions on CSU's human resources team since 2020. Eric has more than 20 years of HR leadership experience in a wide range of specialties, including employee relations, compensation, workforce planning, talent acquisition, employee engagement, change management, benefits, performance management, and workforce development. His past work has included 18 years with JBS USA, an organization with more than 100,000 employees at more than 100 facilities in the U.S., Canada, and Australia. He holds a Bachelor of Science degree in business administration from Tennessee Technological University and has a long track record of modernizing and improving HR systems across organizations.

As CSU's VP for Human Resources, Eric will oversee teams responsible for talent development; benefits; talent acquisition; classification and compensation; HR business partners; employee and labor relations; HR service center; HR information systems; payroll; and operations resources. Brett Anderson has served in this role on an interim basis.

E. Rico Munn named President's Office Chief of Staff

Rico Munn will join the Office of the President as chief of staff July 1. He has served as superintendent of Aurora Public Schools since 2013, and his experience also includes service as executive director of the Colorado Department of Higher Education and of the Colorado Department of Regulatory Agencies. He served on the Board of Governors of the CSU System from 2013-2020, including two years as chair; on the Colorado Board of Education from 2003-2007; and currently serves on the Board of Trustees for Midland University. Munn graduated with a BA from Midland Lutheran College and earned his juris doctorate from the University of Denver Sturm College of Law. He also has a graduate certificate in crisis management from St. Joseph's University.

The chief of staff oversees operations and budgets for the Office of the President at CSU, leads special projects on the president's behalf, and represents the president in key meetings and discussions. The position was filled on an interim basis by Professor Albert Bimper.

F. June Greist named Director of Presidential and Administrative Communications

June Greist, who had been communications director for the Bohemian Foundation since 2014, returned to CSU as director of presidential and administrative communications in March. She previously held leadership roles in CSU's Marketing and Communications Division from 1997-2005. Greist attended the University of Colorado as a President's Leadership Scholar and graduated Magna Cum Laude from Wellesley College. June has deep roots at CSU and in the Fort Collins community, and has worked closely with university faculty, staff, students, and supporters over a 20-year span beginning when she was on staff, then as a consultant, and then through her role at Bohemian Foundation.

The director of presidential and administrative communications manages presidential communications including correspondence, social media, web content, constituent relations, and speechwriting. It was last filled on a permanent basis by Ann Claycomb, who moved to the College of Liberal Arts.

G. Dean Dave McLean retiring in June

Dave has served as dean of the Walter Scott, Jr. College of engineering since 2013. A search for his replacement is underway. McLean joined CSU from Washington State University, where he served as professor and department head of Civil and Environmental Engineering. During his tenure as dean, the college received a \$53.3 million commitment in 2016 from alumnus Walter Scott, Jr., the largest gift in the University's history. The monumental gesture led to the College of Engineering being renamed in Scott's honor. Scott contributed an additional \$11.4 million before he passed away in 2021. Dave made diversity and inclusive excellence initiatives a priority across the college.

H. Committees to launch searches for Provost/Executive VP and VP for Research

Search committees for the provost/executive VP position and for the VP for research position have been charged and are preparing to open searches for these two key positions.

The search committee for provost/executive VP is chaired by Lise Youngblade. Members of the search committee include: Alonso Aguirre, Dan Beachy-Quick, Kauline Cipriani, V Chandrasekar, Joe Donlay, Kathleen Fairfax, Blanche Hughes, Paul Mallette, Jennifer Martin, Carolyn Meyer, Luisanny Perez, Dave Ryan, and Mendy Smith.

The search committee for VP for research is chaired by James Pritchett. Members of the committee include: Todd Bandhauer, Jim Bradeen, Michael Carolan, Nicole Ehrhart, Karen Estlund, Matt Hickey, Pam Jackson, Bridgette Johnson, Richard Magid, Jennifer Peel, Ravi Ravishankara, Courtney Schultz, Matt Shores, Meg Suter, and Colleen Webb.

I. New online benefits calculator is live

An employee's pay is an important piece of their financial picture but doesn't show the full value of their total compensation. CSU's contributions toward an employee's health insurance, disability

Board of Governors of the
Colorado State University System
Meeting date: May 4, 2023

insurance, and retirement plan, and the dollar value of paid time off such as sick days or other kinds of leave all add to a total compensation package. A new online tool shows how benefits make up a significant amount of compensation for our employees, in addition to wages. This is a tool that can be used by current and prospective employees.

Board of Governors of the Colorado State University System

Meeting Date: May 4-5, 2023

Report Item

MATTERS FOR ACTION:

CSU: Delegable Personnel Actions

No action required. Report only.

EXPLANATION:

Presented by Amy Parsons, President

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

LEAVE OF ABSENCE

NAME	DEPARTMENT	FROM	TO
Akiona, Kapena	CEMML	01/11/23	Unknown
Andrews, Richard	Institute for the Arts-SAU	12/28/22	01/01/23
Ashcraft, Rebecca	Health Network Counseling	01/02/23	01/06/23
Ashcraft, Rebecca	Health Network Counseling	03/13/23	03/17/23
Azalea, Zoe	IDRC	11/01/22	12/16/22
Ball Wicklund, Amy	Library	02/27/23	Unknown
Ball Wicklund, Amy	Library	03/01/23	Unknown
Ball Wicklund, Amy	Library	03/01/23	Unknown
Bontadelli, Johnna	Health Network Medical	01/02/23	01/20/23
Bontadelli, Johnna	Health Network Medical	02/01/23	02/28/23
Bontadelli, Johnna	Health Network Medical	03/01/23	03/31/23
Brandeberry, Robin	CIRA	02/13/23	02/21/23
Bryant, Lane	Health Network Medical	12/30/22	12/30/22
Buzinski, Tara	Grand Junction Diag Lab	12/23/22	Unknown
Cagle, Charity	CSU Extension-Front Range Region	03/01/23	Unknown
Cantarini, Denel	Health Network Medical	01/03/23	01/31/23
Cantarini, Denel	Health Network Counseling	03/13/23	03/17/23
Carpenter, Rebecca	Health Network Counseling	12/26/22	12/30/22
Carpenter, Rebecca	Health Network Counseling	01/02/23	01/13/23
Channing, Parker	Statistics	03/01/23	Unknown
Cofield, Analeis	Microbio, Immuno, Pathology	11/17/22	11/18/22
Conover, Elizabeth	Salazar Center	01/21/23	Unknown
Cullen, Cellanie	Health Network Medical	01/03/23	01/12/23
Cullen, Cellanie	Health Network Counseling	03/13/23	03/17/23

Board of Governors of the Colorado State University System

Meeting Date: May 4-5, 2023

Report Item

Davidson, Ana	CNHR	01/01/23	Unknown
Davidson, Ana	Colorado Natural Heritage Program	03/01/23	Unknown
Dunn, Alexandra	Enviro & Rad Health Sci	02/27/23	03/17/23
Elffner, Terri	Health Network Medical	01/03/23	01/10/23
Elffner, Terri	Health Network Medical	03/13/23	03/17/23
Fannon, Kerensa	Strategic Comm	03/13/23	03/15/23
Flatt, Ashely	IDRC	01/20/23	Unknown
Flower, William	IDRC	01/03/23	Unknown
Flynn, Barrett	CEMML	03/17/23	05/08/23
Frank, Jacquelyn 106864-2	Division oof IT	11/01/22	10/31/22
Gaitan, Larry	CEMML	01/01/23	Unknown
Gaitan, Larry	CEMML	01/11/23	TBD
Gerlitzki, Elizabeth	Health Network Medical	01/03/23	01/10/23
Gerlitzki, Elizabeth	Health Network Medical	03/13/23	03/17/23
Halvorson, Susan	Lab Animal Resources	12/06/22	12/16/22
Hurd Terpstra, Cynthia	Health Network Counseling	01/02/23	01/06/23
Hurd Terpstra, Cynthia	Health Network Counseling	03/13/23	03/31/23
Jacobs, Johnathon	CEMML	12/06/22	12/28/22
Jacobs, Johnathon	CEMML	01/01/23	02/28/23
Kehoe, Joseph	CEMML	02/01/23	02/05/23
Keller, Alexandra	College of Nat Sci	12/01/22	Unknown
Keller, Alexandra	College of Nat Sci	01/01/23	Unknown
Keller, Alexandra	College of Nat Sci	02/01/23	Unknown
KinCannon, Laura	Cybersecurity & Privacy	02/01/23	Unknown
Koch, Clarissa	CEMML	03/24/23	03/24/23
LaRoue, Kristeena	Student Disability	01/03/23	Unknown
LaRoue, Kristeena	Student Disability	02/07/23	Unknown
LaRoue, Kristeena	Student Disability	03/01/23	Unknown
Loeb, Lori	Health Network Counseling	01/09/23	01/31/23
Loeb, Lori	Health Network Counseling	02/01/23	02/28/23
Loeb, Lori	Health Network Counseling	03/01/23	03/31/23
Luchs-Nunez, Jennifer	Accounting	03/07/23	03/30/23
McCoy-Sulentnic, Miles	Colorado Natural Heritage Program	03/03/23	03/10/23
McDaniel, Savannah	Soil and Crop Sciences	01/19/23	02/03/23
Miller, Skyler	Lab Animal Resources	01/12/23	01/19/23
Moore, Alice	Health Network Counseling	01/16/23	01/20/23
Neil, Angela	Lab Animal Resources	12/22/22	Unknown
Nielsen, Paul	Ag Research Dev	01/03/23	02/28/23
Nyce, Krista	Health Network Counseling	01/02/23	01/13/23
Nyce, Krista	Health Network Counseling	03/27/23	03/31/23
Park, Sei Jin	Chemical & Bio Engineering	04/01/23	04/30/23
Parker, Channing	Statistics	01/01/22	Unknown
Pronko, Jocelyn	Vet Teaching Hospital	01/01/23	Unknown
Pronko, Jocelyn	Vet Teaching Hospital	02/01/23	Unknown
Pronko, Jocelyn	Vet Teaching Hospital	03/01/23	Unknown
Raadik Cottrell, Janna	Honors Program	01/05/23	Unknown
Rehberg, Cynthia	Health Network Counseling	01/02/23	01/06/23
Ross, Jesse	CEMML	12/22/22	01/02/23

Personnel Action Items

Colorado State University – Fort Collins

Board of Governors of the Colorado State University System

Meeting Date: May 4-5, 2023

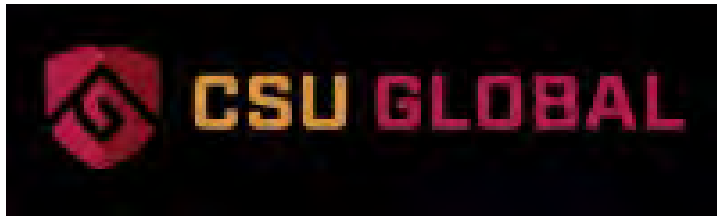
Report Item

Rymski, Joseph	Office of Financial Aid	01/05/23	12/13/22
Sewell, Michael	Health Network Counseling	03/13/23	03/17/23
Sewell, Michael	Health Network Counseling	01/09/23	01/13/23
Shadbolt, Anna	Animal Sciences	02/07/23	02/17/23
Siller, Thomas	Civil & enviro Engineering	03/01/23	Unknown
Templet, Laura	Health Network Counseling	03/13/23	03/24/23
Vesty, Jill	Health Network Medical	01/03/23	01/10/23
Vesty, Jill	Health Network Medical	03/13/23	03/17/23
Wadsworth, Katherine	Western Slope Vet Diag Lab	12/13/22	12/31/22
Wadsworth, Katherine	Grand Junction Diag Lab	01/01/23	02/28/23
West, Matthew	Ag Biology	01/02/23	01/09/23
Wiersma, Crystal	Microbio, Immuno, Pathology	01/23/23	04/30/23
Worley, Britney	Health Network Counseling	01/27/23	Unknown
Worley, Britney	Health Network Counseling	02/01/23	02/10/23

Section 6

CSU-Global Reports

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



Board of Governors to the Colorado State University System
May 4th – 5th, 2023
Student Report

To the CSU Board of Governors,

I would like to express my deepest gratitude for the opportunity to serve as the student representative for CSU Global over the past two years. It has been an incredible privilege to work alongside such a dedicated and accomplished group of individuals, and to have had the chance to contribute to the important work of the CSU System.

As a student representative, I have had the chance to see firsthand the passion and commitment that each member of the Board brings to this work. Your dedication to fostering innovation in teaching and learning makes it clear that each member of the Board is deeply committed to ensuring that all students in the CSU System have the tools and resources they need to succeed.

I have been in awe of the Board's willingness to engage with students and to listen to our concerns and ideas. Your responsiveness to student engagement has been truly inspiring, and I am proud to have been a part of a Board that places such a high value on its mission.

As my term as student representative for CSU Global comes to a close, I want to express my deep appreciation for all that the Board has done to support me personally, and to all students throughout the CSU system. Your leadership and guidance have been instrumental in shaping my own education and the experiences of countless other students, and I am grateful for the opportunity to have worked alongside you.

Thank you for your dedication and service to CSU Global and its students. It has been an honor to serve as the student representative, and I am grateful for the relationships I have formed with each of you.

See you around town!



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

Colorado State University Global Campus

BOG Faculty Report

May 2023

Faculty Highlights

CSU Global has over 550 faculty appointed in a range of roles; 88% are terminally degreed, approximately 16% of our faculty have a military-affiliation, and 33% are URM.

The majority of faculty at CSU Global are working professionals engaged in their discipline who maintain recency with discipline knowledge through work experience, training, and/or new or maintained certifications. With over 1,100 sections of online courses running every day, CSU Global looks to its faculty to help deliver an outstanding experience by providing professional knowledge and expertise to ensure a responsive, student-centered, and career-relevant education.

Dr. Christina Agvent published:

- Agvent, C. (2023). *GPT-3: Villain or Superhero? A Guide for Every Educator Everywhere*. <https://info.csuglobal.edu/e/109362/verywhere-ebook-dp-B0BY7LQLY1-/ddhzv7/411990675?h=lfPYCxuktTGGyMRuyNM73596CPtnKGLyZXwzEi0Kqnk>

Dr. Arnetra Arrington published a patent-pending creative project management model. **The Arrington Method** is a unique approach to managing projects for creative thinkers.

Dr. Mary Dereshiwsky presented:

- Dereshiwsky, M., & Carnz, S. (2023, March). *Ready, Set, Learn: Faculty and Administrator Perceptions of Student Readiness for Successful Online Learning*. *Biannual Research Colloquium*. Denver, Colorado.
- Dereshiwsky, M. (2023, March). *Continual Engagement: Why It's Important to Effective Online Instruction*. *Learning Resources Network (LERN)*.

Seema Rahman published her fourth LinkedIn Learning course: Certificate Preparation for Exam AZ-800.

Dr. J. Michael Skiba was invited to travel throughout India and share his knowledge on financial crime in order to assist the country with a growing threat in crime precipitated by fraud.

Dr. Nadia Alkhateeb published:

- Alkhateeb, N., Najib, S., Mohmmad, S., & Kanaan, O. A. (2023, February 17). Audit Expectations Gap: Testing the Empirical Evidence from Jordan using Two Levels of Stakeholders. *WSEAS Transactions on Business and Economics*, 20(1), 428-439. 10.37394/23207.2023.20.39

Dr. Ashraf Esmail published:

- Baptiste, H. P., Blakely, J., Esmail, A., Ross, A. D., & Pitre, A. (2023). *English Language Learners: The Power of Culturally Relevant Pedagogies* (H. P. Baptiste, J. Blakely, A. Esmail, A. D. Ross, & A. Pitre, Eds.). Rowman & Littlefield.

Dr. Maya McPherson was a presenter at Pearson's Psychology & Leadership Conference in San Antonio, TX. She spoke about diversity and inclusion initiatives in text and the classroom.

Dr. Paul Prosper co-authored a research article:

- Rice, D. B., Prosper, P., & Scott, C. (2023). Leading with DEI on my Mind: Examining the Interactive Effects of Supervisor Perceptions of Psychological Diversity Climate and Supervisor Characteristics on Leadership Style. *Journal of Leadership & Organizational Studies*, 30(1).

Dr. John Sinclair has appeared several times over the past year on Bloomberg Financial TV to speak on economics and financial markets.

Other Updates:

- The new Turnitin AI detection feature is now live and is located in Turnitin. An updated Plagiarism Policy will be shared with faculty and students as soon as it goes through our student, faculty, and governance approval process.
- Faculty is adjusting to numerous leadership changes at CSU Global including appointment of President Takeda-Tinker and departure of the Provost and Director of Faculty Operations. Leadership is holding open office hours for faculty to join on May 1.



COLORADO STATE UNIVERSITY
— GLOBAL —

President's Report

In this post-COVID era, we are now facing fast-moving, technology-driven industries; workplace dynamics that swing rapidly from job-hopping to layoffs; and student personal life changes that range from remote to in-office work and continued shifts in the needs of children and other household members. To meet these demands, CSU Global staff and faculty have been hard at work revising, reinstating, and developing internal processes, structures, and educational programs to better serve our nontraditional learners and everything they face today, helping them achieve professional and personal success.

This spring, we launched efforts to update and revise CSU Global courses and programs to purposefully include today's need for workplace readiness attributes that are resume-ready and, most importantly, promote student success both in the classroom and on the job. We have also undertaken the completion of the CSU Global data warehouse so that the extensive data collected from all the university's activities and educational experiences are securely housed in one location for increased surety in data accuracy and consistency of use.

Moreover, we re-elevated the integration of faculty and academic leadership roles at the institution to include them in all operational initiatives, pilot designs, and decisions involving student-facing operations, workplace readiness factors, and accountability at every level of the university. Correspondingly, CSU Global has a renewed intentionality in interdepartmental team collaboration to address issues and opportunities with speed, efficiency, and effectiveness.

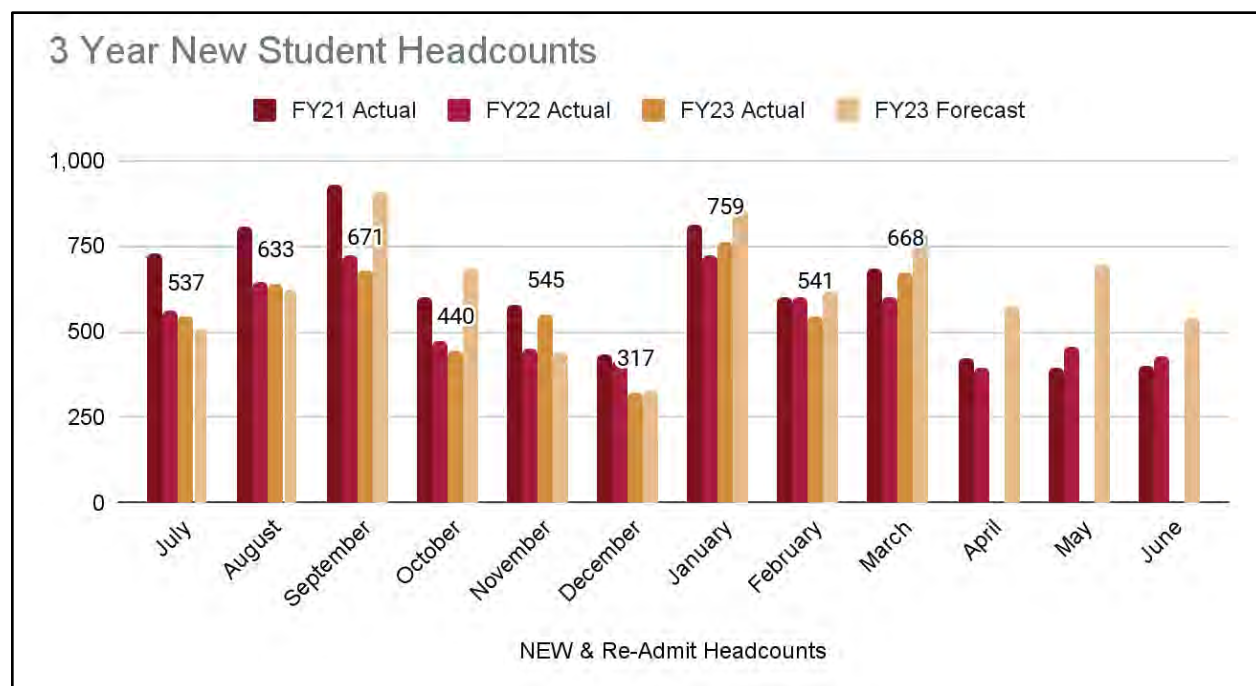
As we move into the summer and fall, the faculty, staff, and I are confident that our collective work will facilitate CSU Global's mission achievement at the highest levels of student success and satisfaction while bolstering the university for its leadership into the future. Moving forward, CSU Global's ability to adapt to today's environment and its focus on higher education innovation leading to industry and workforce success has never been more important, and we will deliver to meet those challenges.

Student Enrollment & Success

Student Enrollment

CSU Global's FY23 brand awareness campaign had a strong, positive impact on organic lead generation since its launch in December 2022 with a new commercial, expansion of market segments, and inclusion of out-of-home advertisements on billboards across Colorado. After seeing these early signs of success, in February, marketing expanded its billboard and digital streaming campaigns to additional emerging markets across the U.S. While we have yet to see the full impact, this campaign has driven a 52% year-over-year improvement in organic requests for information in enrollment to date and increased conversion to registration. The marketing department continues to test and pilot campaigns in new and narrowly focused markets, which has helped offset rising advertising costs and sustain enrollment growth in a competitive online higher education market.

The calendar year started strongly, with new student enrollment for Winter C (January) reaching 759 – a 6% year-over-year increase. This uptick steadied somewhat for the Winter D term, which yielded 541 total new students out of a goal of 570 (February). Enrollment surged again for the Spring A (March) term, which reached 668 students and represented a significant year-over-year increase of 12.3%. An increase in year-over-year lead flow beginning in March suggests an optimistic outlook for enrollment goal attainment for the remainder of FY23. This positive outlook is reinforced by another significant gain in average lead-to-student conversion rate for the department, which had plateaued at around 6% from November 2022 through February 2023. The average lead-to-student conversion rate increased to 8.1% in March and remains there as of mid-April. To further drive the conversion of unconverted applications to registration, enrollment and marketing partnered to develop a new campaign pilot to waive the cost of electronic textbooks in March and April.

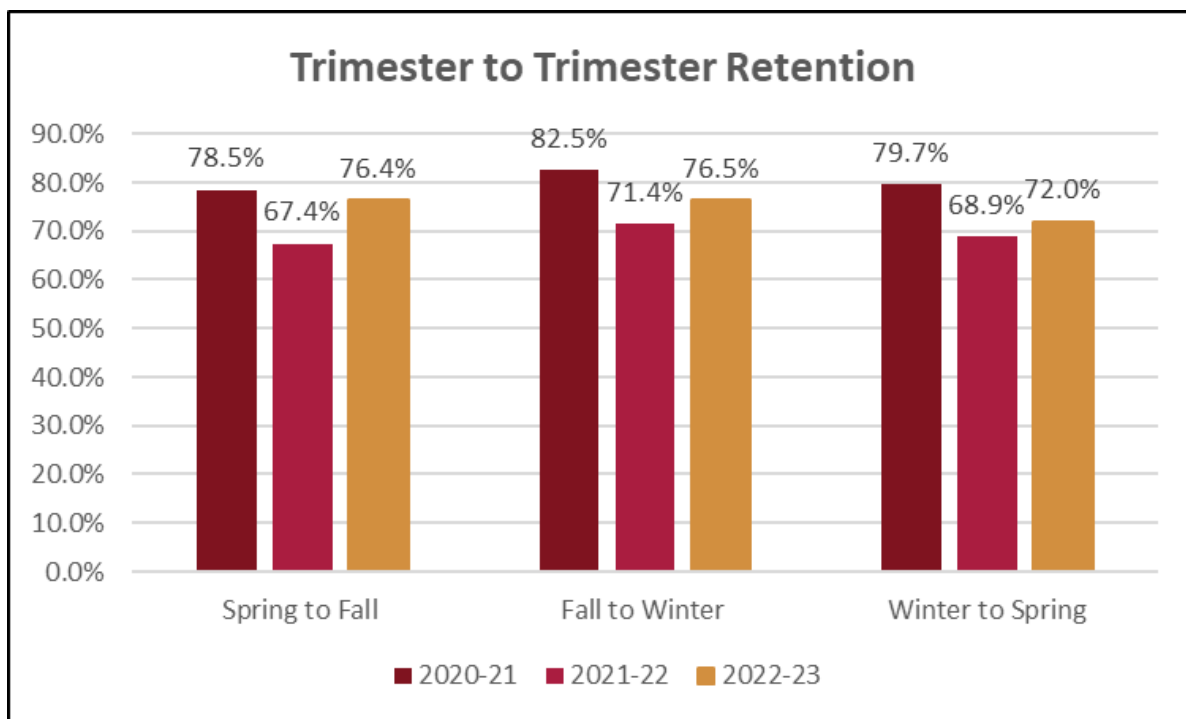


Student Success

Student Success and faculty started using DropOut Detective, an early alert tool, to engage with students at risk of not persisting through their courses successfully. Success counselors reached out to 327 students flagged as “high risk.” Of those students, 57% successfully completed their Winter C course. Faculty also started submitting alerts to the Student Success team for students who are falling behind and/or need connection to resources. In the Winter D term, there were 89 alerts initiated and acted on for student support. We will continue to monitor the effectiveness of this retention tool to support student success.

The URM course success rate in the Winter A and B terms was 85.14%, a 1% increase from the Fall trimester.

We have been focused on our goal of seeing at least 75% of continuing students register in sequential trimesters, and we met that persistence goal in the Spring to Fall Trimester (76.4%), as well as the Fall to Winter Trimester (76.5%). We are focused on continuing to make strides toward reaching this goal for our Winter to Spring Trimester students using proactive engagements with students via email, text, and call campaigns.



We have seen increased connections between Success Counselors and new students before the start of their first term. The connection rate was over 80% in the past three term starts, a 20% increased connection rate compared to the prior term average. These early conversations have provided the opportunity for Success Counselors and students to get to know each other, discuss goals and degree planning, and share resources and classroom expectations. To establish early socialization of success resources, we recently started offering a new student webinar two weeks before every term start to ensure we set students up for success in the classroom and beyond.

University Updates

Academic Affairs

Provide an innovative educational experience that differentiates CSU Global in the marketplace.

The Curriculum Team has been focused on several initiatives, pilots, and updates.

Curriculum Update Initiative

In late March, we started to realign our degree programs to careers. In collaboration with Lead Program Directors, Program Directors, and their faculty teams, the Curriculum Team began infusing in-demand, relevant skills; industry-aligned certifications; profession-related tools; and shareable professional competencies into 453 current course offerings. Students will not only leave CSU Global with professional degrees but will be able to articulate the job skills they achieved as they completed their program.

Discussion Board Pilot Update

Barriers to conversations and deterrents of exploration of content were removed to allow for innovative discussion board design. The discussion boards were re-engineered to focus on the exchanges between faculty and students, the dynamic flow of conversation, and content. The discussion board is where students connect with each other in communicating their content understanding, and it provides an opportunity to enforce connections between the content, the program, and the professional world beyond the classroom. The initial pilot started in February with 18 courses. We received positive feedback, and it is now included in the Curriculum Update Initiative.

Time-on-Task Audit

In February, a Time-on-Task audit was conducted on courses to ensure CSU Global courses aligned with course workload standards. The aggregate data was used to update the curriculum standards. The individual course information is used in the Curriculum Update Initiative. This information, along with additional data points, were provided to all program directors as they look to evaluate and/or revise their courses or program. The program directors take care to remain in compliance with industry standards and accreditation bodies.

Career Focus Rubric Alignment

In March, the Curriculum Committee voted on an additional assignment rubric focusing on content mastery. The career-focused assignment rubric allows for specific grading of applied knowledge (resume-worthy) assignments where the rubric can be crafted to key components of the actual assignments (e.g., coding components or parts of a budget). This is part of the Curriculum Update Initiative.

MGT571: Strategic Product Innovation

Innovator's DNA is a new tool in the M.S. in Management program that assesses innovation strengths. It is a self-assessment tool, and throughout the course, students gain practical insight into successful innovation management and how it demands different skills and metrics than traditional management.

ACT480: Accounting Research and Analysis

This course integrates academics, industry, and practical experience. The course and the BSACT program are endorsed by, and its curriculum aligns with, the Institute of Management Accountants (IMA), a professional organization for accountants and financial professionals in business. ACT480 prepares students for the Certified Management Accountant (CMA) exam. The CMA is respected in over 150 countries.

Among other acknowledgements, Online U recently ranked CSU as #1 **2023 Best Online College in Colorado**. Additional achievements include:

- No. 2: 2023 Best Online Criminology Degree from Online U
- No. 3: 2023 Best Online Human Resource Degree from Online U
- No. 4: Most Affordable Online Master's in Artificial Intelligence from Master's in AI
- No. 10 on the Denver Business Journal's 2022 list of Colorado colleges and universities, ranked by number of student credit hours
- No. 10: 2023 Best Online Healthcare Management Degree from Online U
- No. 16: Best Online Bachelor's Degree in Computer Programming from UniversityHQ

Strategic Engagement

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

CSU Global announced **Dr. Becky Takeda-Tinker's return as President**. To amplify the announcement, we distributed a press release securing over 180 placements in outlets including Associated Press, Yahoo, FOX31 Denver, and more. In addition, we conducted outreach to regional and education trade media, securing an upcoming interview with ColoradoBiz Magazine.



Vice President of Strategic Engagement Dr. Sandy Jones was voted to the **Colorado Women's Chamber of Commerce Board of Directors**, the leading non-profit in Colorado that advances

women's leadership, and one of the largest women's chambers of commerce in the U.S.

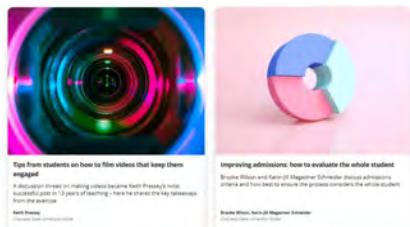
On March 21, CSU Global was proudly recognized alongside other donors at the **Aurora Public Schools (APS) Board of Education Meeting and Donor Recognition Celebration**. The university was honored as a 'Partner in Excellence,' reserved for organizations and individuals who contributed a

cumulative \$100,000 or more to support the APS Foundation’s mission. During the celebration, the Foundation unveiled the new donor wall at the APS Professional Learning and Conference Center in Aurora, CO. As part of the ongoing partnership, CSU Global is proud to offer special discounted tuition to APS graduates and staff members.

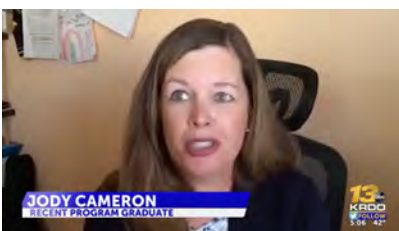


CSU Global hosted the **Aurora Chamber of Commerce Women in Business Committee** at their offices in Aurora on Feb. 28. Military and Emergency Responder Psychology Program Director Dr. Sara Metz presented on adapting The Stress Continuum to create a shared language around stress and wellness. Business leaders in our community joined the session for networking, lunch, and the opportunity to learn about creating a culture of wellness in our workplaces and personal lives.

CSU Global faculty and staff shared their expertise on a national level through contributed content opportunities with multiple media partners. A faculty member published an article in **The Conversation** on Body Dysmorphic Disorder, resulting in nearly 80 placements in outlets, including Fortune, SF Gate, Chron, and MSN. In Feb. and March, CSU Global faculty members published two new articles in **Times Higher Education Campus** on improving admissions and creating video content for student engagement.



To highlight CSU Global’s impact on a global scale, we collaborated with the **Global Mapping and Strategic Outreach (GMSO) Project** team to identify international student, alumni, and faculty stories for the Impact Map. We have five stories live on the map on topics including an alumna who developed a sound app to reduce anxiety; a military spouse who earned her degree overseas; a program director who is an international financial and cybercrime consultant; a program director who provides counseling to the military and emergency responder community; and the overall global reach of CSU Global’s programs.



To boost awareness of CSU Global’s K-12 principal licensure program, the only 100% online program of its kind authorized by the state of Colorado, we conducted media outreach among Colorado broadcast stations. Teaching and Learning Program Director Dr. Christina Agvent and CSU Global alumna Jody

Cameron spoke with **KRDO-TVColorado Springs** about the program and how it provides career advancement opportunities for teachers. In addition, Dr. Agvent attended the Colorado Education Recruitment Fair to promote the program on March 4.

As part of its ongoing proactive media engagement efforts, CSU Global regularly conducts media outreach around timely seasonal and holiday topics, coordinating interviews for our faculty and staff. For Financial Aid Awareness Month, Student Finance Advising Manager Amanda Elliott joined **CBS4 Denver** to share what students should expect when paying for college and tips for planning and reducing costs. Further, Director of Student Financial Services Janine Smith spoke with **KKTVCOLORADO Springs** on advice for students on managing the cost of college. Criminal Justice Program Director Dr. J. Michael Skiba spoke with **ABC Denver7** about app settings.



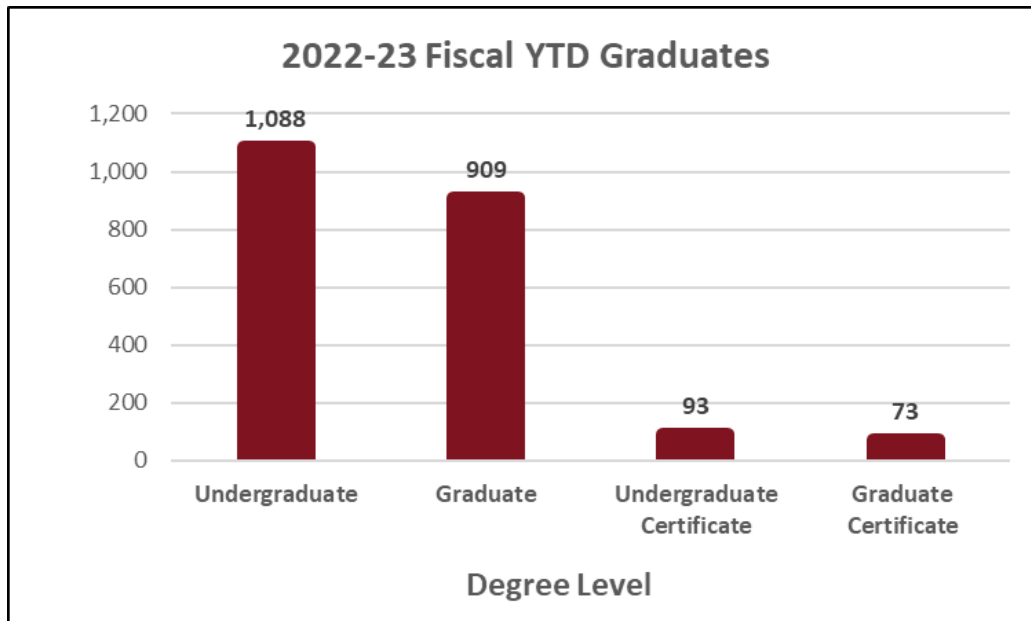
Student Success	Drive achievement, credentialing, and return on investment for our students.
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Student Success

We continue to focus on engaging with students and assisting them toward their credit and degree completion goals. Some of the proactive engagements we have implemented over the past few months include:

- The Student Success Team has continued to send celebration texts to students who successfully complete their courses at the end of each term.
- We recently completed a targeted engagement campaign to students in a Graduation Candidate status who were not registered for classes in the Winter or Spring Trimester. This direct outreach resulted in a 38% connection rate.
 - 40% of these students were active in their final course(s) for degree completion.
 - 29% registered for class(es).
 - 8% completing alternative or transfer credit for degree completion.
- Fall Trimester registration opened April 3. We sent targeted communications to active students encouraging them to connect with their Success Counselor and degree plan.
 - Students utilizing Financial Aid: Encouraged to schedule courses and complete their FAFSA renewal so that there were no delays in financing
 - Students in a senior status: Encouraged to schedule out their remaining courses and celebrated progress toward their degree completion goals
 - Active Students in good standing: Encouraged to degree plan and schedule out courses through the Spring and Fall Trimester to stay on track toward their course completion goals.

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



Lastly, as we look toward our Spring Commencement ceremonies on June 3, we are excited to offer both in-person and virtual ceremonies again for graduates. Our Commencement keynote address will be delivered by Lt. Gen. Joseph H. Wehrle Jr., Assistant Vice Chief of Staff, Headquarters U.S. Air Force, Washington, D.C.

Finance & Administration	Promote the mindset of accountability and leading change through critical questioning, promoting innovation, and supporting continuous improvement.
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GLX GLOBAL LEARNING EXCHANGE™ CSU Global announced a new partnership with **Global Learning Exchange (GLX)**, which will provide support services for degree and certificate students out of its location in Nassau, Bahamas. While our initial agreement with GLX is specific to just the Bahamas, they have plans underway to launch Hubs in South Africa and Nigeria over the next two years.

CSU Global continues to focus on strengthening our internal processes. Our accounting department recently completed a project to insource accounting functions previously performed by an external partner. In addition to providing increased visibility and streamlining of tasks, this change will result in annualized savings of over \$200K. We also recently kicked off a university-wide effort to ensure departmental procedures are documented, updated, and saved in an easily accessible location to broaden our shared knowledge.

The CSU Global employee affairs committee hosted a series of informative webinars for staff and faculty for its spring **Financial Wellness Challenge**. The four webinars focused on tax filing information, maintaining financial wellness, protecting your identity from theft and online safety, and tips for budgeting and saving money. Each week, attendees were encouraged to enter the secret word from each webinar and complete an individual activity to be entered for a chance to win a gas/grocery gift card.



Section 7

CSU Pueblo Reports

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



Mikayla Lerch

Colorado State University Pueblo
Student Representative Report

Goals:

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

Report

PardiGras

It wouldn't be a BOG report if I didn't talk about PardiGras. This year we hosted our second annual PardiGras where over 250 students and non-students attended. We hosted DJ T-Beatz which was her first event since the incident Club Q, so it was an honor to have her on our campus getting back to what she loves doing.

1st Annual Leadership Summit

This was an initiative that I wanted to start to not only connect the campus and community but to also give student leaders the chance to enhance their leadership skills. I invited rural high schools, Colorado Springs and local Pueblo high schools. We had a total of 70 students attend

where they had the opportunity to learn about leadership styles, conflict resolution, team building, and resume building/networking. Each breakout session they would not only learn about the skill but I had each presenter create a hands on activity where they could apply the skill. Dr. Roberto Montoya was our keynote speaker who spoke of his journey through leadership. I look forward to the potential of this summit and the impact that it will have on the years to come.

Annual Student Involvement and Leadership Awards

Every year we host the annual student involvement and leadership awards where we recognize students who have demonstrated their dedication to the campus and community in extraordinary ways. The event was a wonderful success and it's always so inspirational to see how many people have impacted our pack family.

Incoming President and Vice President

The incoming Student Body President is Gavin Graham, who will be a junior at CSUP pursuing a degree in business. Gavin grew up in Pueblo West and attended Pueblo West High School. The Vice President is my little brother Garrett Lerch who is obtaining his degree in social work and also grew up in Pueblo West and attended Pueblo West High School.

Colorado State University System Board of Governors
CSU-Pueblo Faculty Representative Report
May 4-5, 2023, Fort Collins
Dr. Md Rashad Islam, P.E.
Reported on 4/22/2023

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

- The faculty group is excited to have a Provost Candidates poll of 66 applications. The top ten candidates are ranked based on the through discussion by the Search Committee and were invited for the Zoom interview of about 75 minutes. After the Zoom interview, the top 4 candidates were invited to the campus interview. The search committee examined all the 4 candidates and the campus community feedback, and finally recommended the top candidate to the President for possible hiring.
- A group of faculty presented the faculty compensation issue at the Faculty Senate meeting on 2/20/2023 and requested the two Board of Governors to visit the campus to hear from the faculty directly. President Mottet shared that this is important enough for all Governors to hear directly from faculty to bring some fruitful results in a timely manner. He invited up to 10 faculty members to drive to Fort Collins on May 4th BOG meeting to share the concern to all BOG members directly. President Mottet is willing to yield a portion of his ‘President’s Report’ to the faculty, and cover the gas and food to and from Fort Collins using the university travel policy. The faculty Rep (Md Islam) is also willing to yield a major portion of his ‘Faculty Report’ time which would give enough time to express their compensation concerns to all BOG members.
- CSU Pueblo has named Dr. William Donoher as the Dean of the Hasan School of Business (HSB). He will begin his duties on July 17, 2023. Dr. Donoher currently serves as Professor and Chair of the Department of Management, Marketing and Logistics at Georgia College and State University (GCSU). Dr. Donoher has worked in higher education for 24 years and earned promotion and tenure through the faculty ranks. He earned his undergraduate degree from California Polytechnic State University and holds a Juris Doctor (JD) with an emphasis in corporate law from Washington University in St. Louis. He earned a doctorate in strategic management with a minor in public policy and regulation from the University of Missouri.
- CSU Pueblo is welcoming distinguished alumnus Dana Perino to deliver the spring 2023 commencement address. The ceremony is scheduled to begin at 8:30 a.m. at the ThunderBowl on Saturday, May 13. “We are excited to welcome Dana back to CSU Pueblo. Her career has served as an inspiration for our students and she has been an incredible mentor providing opportunities for them to see her studio in New York,” CSU Pueblo President Timothy Mottet said. This will be the second time Perino will address the university’s graduating class. Perino was the commencement speaker for the 2008 commencement exercises and spoke about her journey to the White House and beyond.

- CSU Pueblo received a \$2.98 million grant from the National Telecommunications and Information Administration (NTIA) to implement a two-year pilot project that will increase broadband access to underserved communities in Pueblo, Colorado. The project targets low-income areas with low internet and device access within the community of Pueblo. Data indicate that there are 36 Pueblo census tracts that may qualify for assistance through the pilot program.
- The Biology Department hosted speakers, poster sessions and 30 research presentations as part of the Tri Beta 2023 W-1 District Convention on April 14. Tri Beta is a national biological honor society for undergraduates dedicated to improving their understanding and appreciation of biological research. The key activity of Tri Beta is to support biology research students with opportunities to present their research. The two-day convention begins with a keynote address by Dr. Franziska Sandmeir, Associate Professor in Biology, and faculty mentor for the Phi Alpha chapter at CSU Pueblo.
- The Diversity, Equity, and Inclusion Taskforce facilitated the Professional Development Opportunity with Angela Davis. Iconic activist Angela Davis was hosted at UCCS on April 18. The CSU Pueblo DEI Taskforce provided 20 tickets to attend with transportation provided if needed. Angela Davis has made it her mission to share her life story and challenge her audiences to join the struggle for racial, economic, and gender justice over the last 50 years.
- A recent article published in the Journal of Occupational and Environmental Medicine by CSU Pueblo professor, Brad Gilbreath, PhD, and Cynthia Mathieu, PhD, at Université du Québec à Trois-Rivières has been chosen for inclusion in the Continuing Medical Education (CME) program. This prestigious recognition highlights the significance of their research and its potential to make a positive impact on healthcare practices.
- The CSU Pueblo Department of Music is proud to present, “Destination unKnown,” an evening of musical theatre in collaboration with the Department of Media and Entertainment on March 10th and March 11th at the Buell Communications Center Blackbox Studio. The cabaret features students from across campus, as well as staff and community members.
- The Colorado Southern Regional Science Olympiad Tournament is set for Saturday, February 18 at CSU Pueblo. The rigorous STEM-based competition welcomes more than 600 middle and high school students across Colorado to campus. This one-day tournament features 46 STEM competitions, facilitated by a team of 50 STEM faculty, staff, and community professionals. Competitions range from crime busting and forensics to remote sensing and device testing. Spectator events held at Massari Arena are free and open to the public.
- The 15th annual Festival of Winds returns to campus February 9 for the largest wind and honor band event in Colorado. The festival is an immersive three-day experience for over 350 high school students throughout the state. The students are accepted to the festival by invitation only. Band directors in Colorado can nominate up to 15 students to attend, with

a minimum of two participants guaranteed placement. A total of 46 high schools will be represented at the 2023 festival.

- The Diversity, Equity, and Inclusion Taskforce invited Dr. Ryan Ross, Associate Vice Chancellor of Student Affairs, Equity, and Inclusion for the Colorado Community College System on campus on April 26th to speak about DEI efforts in higher education. This is a professional development opportunity and lunch was provided!
- The School of Nursing class of 2023 hosted the annual 365 Health Fair on Saturday, April 15. The health fair is sponsored by 365 Health and provides free and affordable health screenings, vaccinations, discounted lab work, screenings and exams, and community resources for follow-up care and referrals.
- The Office of the President is organizing the Annual Employee Recognition Luncheon on April 27. The event would recognize the university awards for Faculty Excellence, Outstanding Faculty, Classified Staff and Professional Employees, Student Choice Award, Service and New Retirees.
- CSU Pueblo's Testing Center has been approved by the Educational Testing Service (ETS) to offer the following exams to our campus and the Pueblo community: Praxis, GRE, and TOEFL iBT. Students and community members will register for each of the exams with their respective test publisher and select CSU Pueblo as the testing site.
- The 9th Annual Spring Symposium took place on April 7, 2023 in the LARC (LINC), with the mission of being a forum for dissemination and discussion of scholarly ideas and to foster interaction among students, faculty and the local community. It is a Celebration of Research, Scholarship, and Creative Activity invites undergraduate and graduate students from Colorado State University Pueblo to present their original research, scholarly and creative products to the university and public.
- The Aztlan Research Center arranged the Aztlan Research Center Book Lecture by Dr. Fawn Amber Montoya on April 20, 2023, at the LINCX Space, Library. Dr. Fawn Amber Montoya discussed her new book, "Communities of Ludlow Collaborative Stewardship and the Ludlow Centennial Commemoration Commission," at noon
- The Center for Integrated Health & Human Inquiry and Pueblo Department of Public Health and Environment have joined forces to create an Academic Health Partnership. The kick-off the partnership with the first Academic Health Partnership Workshop and Networking Event took place on April 21. At the Event more information was shared about the organizations, strengthen established partnerships, and systematize efforts to create and sustain new opportunities for collaborative research and student internships.
- CSU Pueblo in partnership with El Pueblo History Museum and Storytellers of the Ancestral Red Road (SOAR) announced Liz Guerra as the final speaker in the monthly Indigenous Holistic Health and Healing Speaker Series. Guerra presented Practicing Holistic Healing: Understanding Mind-Body-Spirit Connections on Thursday, March 30

at the El Pueblo History Museum. Guerra is a Curandera, one who works with folklore medicine, and practices holistic health with ancestral methodology to bring healing to personal trauma. Her focus is to help the body release stored trauma through body work, herbal support, and ceremony. These practices are used to accelerate healing of mind, body, and spirit..."

- The Career Center announced the 23rd Dining Etiquette Dinner on April 18, in the OSC Ballroom. At this interactive event, attendees learned how to properly layout a formal place setting, enjoy a delicious meal, and network with other professionals.
- The final statement is that our faculty are fatigued, overloaded and undercompensated. President Mottet is trying hard to recover the compensation to 90% of the market, as stated in the previous meeting. Governors, please keep on supporting us as much as you can in this effort.



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

Expanding Our Appeal / Enhancing Student Success / Developing Our People

10 TAKE AWAYS

1. In September 2022, CSU Pueblo selected Academic Search to steer the search for our new Provost and Executive Vice President of Academic Affairs. A cross-functional search and screen committee, chaired by Dr. Donna Souder Hodge, forwarded a recommendation including 4 acceptable candidates. Once reference checks are completed a final decision will be made.
2. Dr. William Donoher has been selected as the next Dean of the Hasan School of Business.
3. The School of Education received official reports from CDE/CDHE regarding its reauthorization.
4. CSU Pueblo has seen continued growth through its collaboration with Arapahoe Community College's STURM campus to offer CSU Pueblo degrees at the STURM campus.
5. CSU Pueblo has received \$6 million in new funding from two grant applications. One is to expand internet access to low-income and minority communities and the other is to expand graduate education initiatives.
6. Nursing exam pass rates increased by 9% to 89% with the greatest increase among students in the Accelerated Nursing Program. Notably, the national average decreased from 86% to 82% during this same time frame.
7. Please see Human Resources and Institutional Equity for the most recent information pertaining to employee compensation.
8. CSU Pueblo is the newest partner college to join TheDream US network of schools that serve undocumented migrant students. This partnership provides scholarship opportunities to cover tuition and fees for undocumented students in Southern Colorado. CSU Pueblo is the first Colorado institution of higher education located outside of the Denver area to receive the designation.
9. The \$17M state-funded Technology Building renovation has begun. As of the start fall 2022, all academic programs have been relocated to existing spaces on campus. In January of 2023, the Capital Development Committee officially approved the "phased" plan for the Technology renovation, which will use all currently allocated state funding to renovate the "envelope" of the building (infrastructure and mechanical/HVAC), including the south wing and the building's core. CSU Pueblo's FY25 funding request will prioritize the second phase (north wing) of the building.
10. The Denver-based Advancement team has brought in \$124,000 since last BOG report.

ENROLLMENT

Enrollment for Summer 2023 and Fall 2023 opened up on March 14. Through a variety of enrollment-related outreach events and holding weekly enrollment updates meetings with campus stakeholders, CSU Pueblo appears to be making strides in the enrollment area with regards to Fall 2023. We have planned over ten enrollment after hours or weekend events and are also going to high schools and registering students. We will continue to monitor the enrollment progress carefully, and adjust strategies where needed to support retention and new student enrollment. It is preemptive to project fall enrollments at this time; currently headcount across both Residential Instruction and Extended Studies Online is 1,133 students, which 183 students ahead of the same day last year. We have 79 new freshmen already registered at this time, as well as over 100 exclusively online distance students registered in undergraduate and graduate courses. Summer 2023 enrollments are comparable to last year, with 525 students enrolled for summer classes. The on-campus summer headcount is high compared to recent years, with over 300 students taking at least one in-person course.

REVENUES

Our Education and General (E&G) operating revenues have increased by almost 10% from FY21 to FY22. With overall operating revenues increasing by 13%. For the current year (FY23), E&G operating revenues are up 5.6% over last year at this time, and overall, our revenues are up by 6.8% compared to this same time last year.

ACADEMIC AFFAIRS

New Dean for Hasan School of Business. Dr. William Donoher has been selected as the next Dean of the Hasan School of Business. He brings 24 years of experience in higher education to CSU Pueblo. Dr. Donoher is currently a Professor and Chair of the Department of Management, Marketing and Logistics at Georgia College and State University. He earned his undergraduate degree in business management from California Polytechnic State University San Luis Obispo and earned a Juris Doctor (JD) in corporate law from Washington University in Saint Louis, MO. Dr. Donoher's doctorate in strategic management is from the University of Missouri.

The 9th Annual Spring Celebration of Research, Scholarship, and Creative Activities. This year approximately 230 students representing all CSU Pueblo colleges and schools presented over 110 individual presentations. This cumulatively represents thousands of hours of work/preparation by these students, thoughtful mentorship by a large fraction of CSU Pueblo faculty, and months of planning by the faculty and staff on the planning committee.

Aztlán Research Center. The Aztlán Research Center held the "Aztlán Research Center's 2022 Grant Award Presentations" on April 5th at the CSU Pueblo Library. It was an opportunity for the 2022 grant award winners to showcase their work to both faculty and the local community. The audience learned about a range of topics including an indigenous holistic health course; the sociology of Pueblo; New Mexico women pioneers in Pueblo, and Teatro's impact on the Chicano/a Movement.

School of Education. The School of Education received official reports from CDE/CDHE regarding its reauthorization. The programs (including a few new endorsement areas) were fully reauthorized for both the traditional and alternative programs. The school received the highest ratings available across all categories on



both programs, which is the first in over two decades. The reauthorizations still require State Board of Education review for full approval.

School of Nursing. In 2021, the School of Nursing experienced a decrease in National Council Licensure Examination (NCLEX) Board Pass Rates. This class was the first group of Juniors to be affected by COVID-19 in 2020. The pass rate dropped by 12% for the BSN students to 80%. Faculty identified probable impacts students encountered from the sudden changes during the pandemic and developed multiple interventions to support improved student performance. This resulted in the 2022 NCLEX Pass Rates increasing by 9% to 89% with the greatest increase among students in the Accelerated Nursing Program. Notably, the national average decreased from 86% to 82% during this same time frame.

School of Engineering. The U.S. Air Force Academy (USAFA) hosted the American Society of Civil Engineering (ASCE) Regional Student Symposium on April 20-22. The CSU Pueblo ASCE Student Chapter, with support of CSU Pueblo Faculty, has been working to co-host with the USAFA since last April. The Students and Faculty ran the surveying competition as part of the event.

Inaugural CSU Pueblo/Pueblo Department of Public Health and Environment Academic Health Partnership Workshop & Networking Event. The April 21 collaboration targeted improving public health outcomes in the community, strengthening established partnerships, creating and sustaining new opportunities for student's professional development, collaborative research, and student internships. The event benefited CSU Pueblo faculty with an expertise and desire to engage in public health research, especially research that utilizes PDPHE data.

Hasan School of Business/Extended Studies. CSU Pueblo has seen continued growth through its collaboration with Arapahoe Community College's STURM campus to offer CSU Pueblo degrees at the STURM campus. The first cohort of 12 students started in 2019 and the incoming cohort of first will be 57 students. With the incoming class as well as continuing students there has been an increase our enrollment by 5-fold in the last three years. Students are primarily pursuing CIS and Cyber Security degrees, but CSU Pueblo is now also standing up an Accounting program as well.

NEW GRANTS AND EXTERNAL FUNDING

Title V – Department of Education, Promoting Post-Baccalaureate Opportunities for Hispanic Americans (PPOHA). \$3 million, 5 years to fund graduate education initiatives.

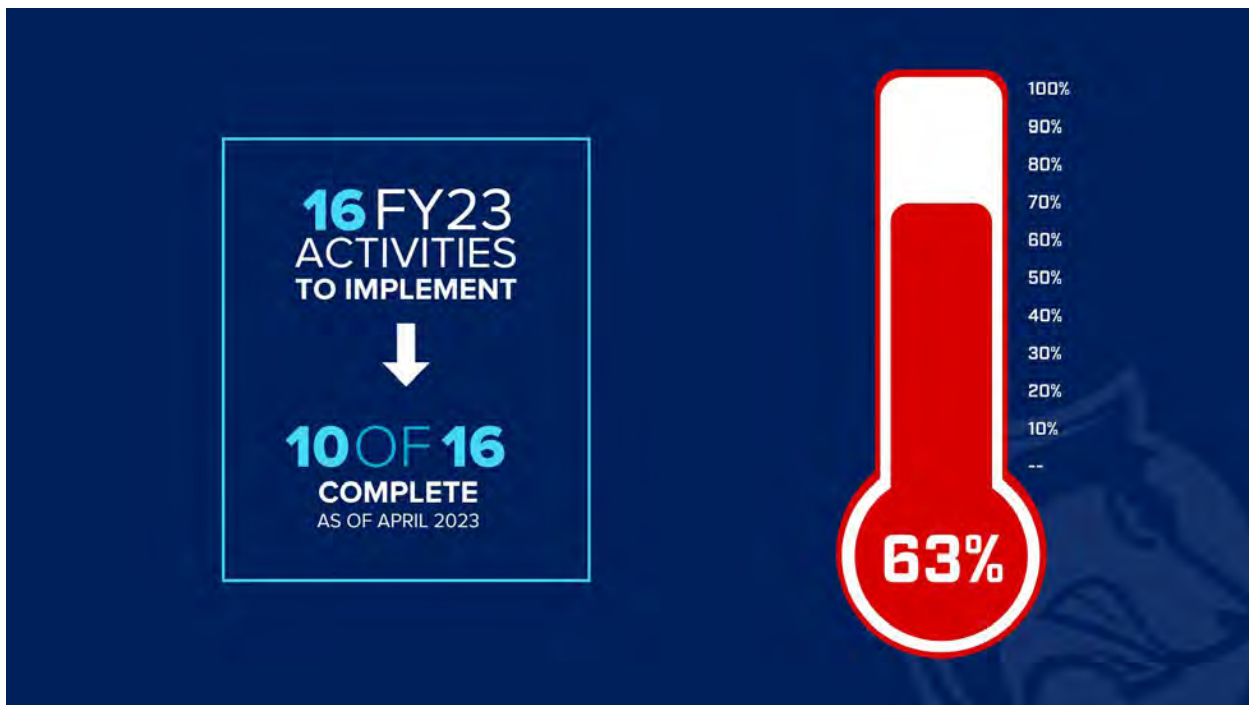
Adelante Connect – Connecting Minority Communities Pilot Program - Department of Commerce. \$3 million, 2 years to expand internet access to low-income and minority communities.

OPERATIONS & ADVANCEMENT

The Operations and Advancement team oversees a strategic selection of campus enterprises and responsibilities, including: Facilities Management and the campus physical plant, including Parking and Safety; Auxiliary Services; Marketing, Communications, and Community Relations, including Events Sales and Marketing; and the Denver-based Advancement team, which includes Alumni Relations and the grant programs in the Hispanic Serving Institution Initiatives Office. The Operations and Advancement team's objective is to build and strengthen the ten initiatives of Vision 2028 and support the campus ecosystem as we work to achieve the university's wildly important goals: elevating the appeal of campus, enhancing student success, and developing our people.

Implementing Vision 2028.

For FY23, we are scheduled to complete 16 new activities and invest \$6,299,600, which includes a continuation of all FY22 activities, and full funding for all FY23 activities. To date, we have completed 10 of 16 activities for a total investment of \$4,103,678, for a completion rate of 63%. Remaining activities through spring are expected to increase this percentage to over 75%.



Highlights from Operations and Advancement.

Strategic and incremental restructuring continues across Operations and Advancement, as we work to embed Marketing, Communications, and Community Relations (MCCR) into our portfolio. Much of our work this fall included reengagement with Alumni, including establishing new and ongoing Denver events, including a large CSU Pueblo presence at the CSU Spur Hydro building grand opening on January 6, 2023; this event highlighted our CSU Pueblo Ballet Folklorico team. Our focus through spring 2023 is to diversify revenues and expand the appeal of campus both in southern Colorado and to Denver and beyond. We will do this work



through a strategic series of changes to our work in community engagement opportunities, external events, and revenue-generating partnerships.

Operations, Facilities. The \$17M state-funded Technology Building renovation has begun. As of the start fall 2022, all academic programs have been relocated to existing spaces on campus. In January of 2023, the Capital Development Committee officially approved the “phased” plan for the Technology renovation, which will use all currently allocated state funding to renovate the “envelope” of the building (infrastructure and mechanical/HVAC), including the south wing and the building’s core. CSU Pueblo’s FY25 funding request will prioritize the second phase (north wing) of the building. Expected completion of the first phase of the renovation is set for mid-Winter 2024. As of May, abatement is complete, with demolition expected to start June 1, 2023. Expected completion of the renovation is set for early Summer 2024. The General Classroom Building (GCB), closed due to a fire in July 2022, has an expected re-opening date of August 1, 2023

In May 2023, CSU Pueblo will celebrate the renovation of the Art/Music building’s new “Rooftop” – a new revenue-generating, outdoor venue and event space for students, employees, and our community.

Significant controlled maintenance projects are underway with replacement of four campus elevators, campus water line upgrades, three roof replacements, two chiller replacements, and installation of a new fire alarm and mass notification system campus-wide totaling over \$7.5 million.

In December 2022, the Operations team welcomed Adam Kuhn as our new Director of Projects and Planning. Adam joins the CSU Pueblo team from the Colorado State Fair, where he served on the state project team.

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

Advancement. HSI Programs. In April, CSU Pueblo was awarded a 5 year, 3-million-dollar, Department of Education Developing Hispanic Serving Institutions, Title V Part B, Promoting Postbaccalaureate Opportunities for Hispanic Americans (PPOHA) grant that will implement DEI programming and expand online course offerings in graduate programs with the goal of improving graduate student enrollment, retention, and graduation. In March, a 2 year, 3-million-dollar, Federal Department of Commerce Connecting Minority Communities Pilot Program was also awarded. The "Adelante Connect" grant will focus on providing access to internet services and computers for Pell-eligible students at CSU Pueblo as well as digital literacy education for low-income, minority communities in Pueblo.

Diversity, Equity, and Inclusion (DEI). CSU Pueblo has formed a DEI Strategic Plan Task Force with representation from faculty and staff across numerous departments to developing and implement DEI initiatives in professional development, curriculum development, pedagogy, student affairs, and human resources. In March, the DE Task Force and Title V/Title III staff attended the Alliance for Hispanic Serving Institutions (AHSIE) conference to learn about best practices at HSIs from institutions across the nation. Title V funds were also leveraged to sponsor a regional professional development collaboration with CSU Pueblo, Pueblo Community College, Trinidad State College, and CSU Fort Collins that focused on improving "Serving-ness" at Hispanic Serving Institutions. Numerous faculty and staff from each institution in southern Colorado were present as well as Dr. Courtney Ngai, Associate Director of The Institute for Teaching and Learning. The search for a Title V funded DEI Director has begun likely to be filled by June.

Update: The CSU Pueblo Provost Search. In September 2022, CSU Pueblo selected a team at Academic Search to steer the search for our new Provost and Executive Vice President of Academic Affairs. President Mottet appointed a cross-functional search and screen committee (10 members, plus a chair, representing the Office of the Provost and every academic college), chaired by Dr. Donna Souder Hodge. On February 21, forwarded a "Top 10 Candidates of Interest" list to the Academic Search leads and conducted 10 semi-finalists interviews on March 1-2 via Zoom. On campus finalist interviews were March 13-17 and March 27-31. An offer will be extended by President Mottet no later than April 28, with a preferred candidate start date of summer/fall 2023.

HUMAN RESOURCES & INSTITUTIONAL EQUITY

CSU Pueblo and the Office of Human Resources & Institutional Equity (HRIE) continue to address compensation concerns. The Employee Roster, created in 2021 as an additional method of pay transparency, is a comprehensive listing of employee pay for the previous calendar year. The [2022 Employee Roster](#) was published to HR's main web page in early April 2023 and employees were notified by email of its availability. The roster includes all regular—not temporary—employees' base salaries as of July 1, 2022 (or hire date, if later), base salary pay, and other pay (overtime, employee awards, supplemental pay, cell phone/housing/auto allowances) totals for 2022 and identifies the corresponding account number and fund source type.

While the roster opens the door for employees/faculty to compare their salaries to others with the potential for causing frustration, it also demonstrates that employees/faculty have ample opportunity to seek and receive "other" pay in addition to their salaries. Such opportunities include adjunct instruction, curriculum development, participation in professional development and micro-credential programs, serving as student mentors for a variety of grant-funded programs, and serving on initiative development/implementation committees, among others.

With regard to the Faculty Senate resolution adopted 2/20/23, faculty promoted prior to 2017 and impacted by the increase in promotional raises have continually been addressed through the Faculty Compensation Committee's (FCC) annual equity study. Equity increases have been awarded to faculty in addition to other increases in an effort to bring their salaries up to the levels of those faculty who received the higher promotional increases post 2017. The FCC is currently working through the equity study process, of which date of promotion is a component, and necessary pay increases will be identified prior to the start of the 23-24 academic year and awarded if approved as part of the incremental budget.



In response to market/salary competitiveness, as well as turnover in critical areas, CSU Pueblo has offered higher salaries to hire some positions across the three employee types. These higher salaries generally fall within the salary ranges established via compensation analyses utilizing CUPA benchmarking data. Any salaries offered above the posted range or outside of the established CUPA range occurred for hard-to-fill/critical positions and required approval from the appointing authority or the President. The Administrative Professional Compensation Committee recently completed their annual compensation review process using the most recent CUPA data and will be sending results to employees and supervisors. The review demonstrates the majority (95%) of Administrative Professional employee salaries fall within the established ranges.

Classified employee compensation continues to be directed by the State Personnel Board. HRIE's annual Classified compensation compression analysis will no longer be necessary as a result of the "step" pay structure proposed by COWINS. If approved, the unfunded "step" structure and proposed pay plan for FY 23-24 will be implemented with the goals of moving Classified employees into pay bands commensurate with their years in service/class. The proposed pay plan anticipated to be effective 7/1/23 increases Classified position range minimums above salaries paid to Administrative Professional and Faculty positions for which higher levels of education/experience are required and in which employees have been working for some time.

CSU Pueblo is eager to develop a plan that will ensure all employees are appropriately paid. While a concrete plan is not yet in place, progress has been made and additional funding is included in the incremental budget as an effort toward closing pay gaps and improving pay for low wage earners. The incremental budget also includes funding to increase pay for adjunct faculty.

HRIE continues the daily operations of developing/updating policies and procedures, providing support and mediation for employee relations issues, conducting compensation analyses and searches to fill vacant positions, and providing regular new employee orientation. Training sessions are being provided to ensure understanding of and compliance with new or updated policies and procedures. Most recently, campus supervisors participated in Franklin Covey's "The 6 Critical Practices for Leading a Team" and attended worker's compensation training. In cooperation with the Office of General Counsel and relevant System stakeholders, work is ongoing toward implementation of FAMLi or a self-funded equivalent.

The Office of Institutional Equity (within HRIE) has recently applied for a \$400k grant. If awarded, funds will be used to bridge the gap between CSU Pueblo, the Sheriff's Office, and Pueblo Rape Crisis Services and to train local/campus communities. The Office hosted several events for Sexual Assault Awareness Month, is developing an in-house platform for provision of mandatory protected class harassment and prevention training and will be presenting to the National Association of Clery Compliance Officers.

INTERNAL AUDIT

The Office of the President is overseeing seven active internal audits with 23 recommendations. To date, 218 recommendations are completed; six will be completed by December 31, 2023, and one will be completed by the end of 2024. All audit recommendations will continue to be processed on schedule or under revised target dates in agreement with internal audit guidance.

PRESIDENTIAL ENGAGEMENT

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

January 16	Martin Luther King Day Parade & March	Joined other community leaders and CSU Pueblo faculty and staff at the Pueblo Martin Luther King Day Parade & March
January 16	Martin Luther King Day Acts of Service	Spent time doing community cleanup and distributing food and toiletry to those in need
January 17	Phone Call with Bob Frantz	CSU Pueblo Donor Engagement
January 19	Mt. Carmel Veterans Center Salute to Heroes Community Reception	CSU Pueblo Partner Engagement
January 24	Dinner with PPSC President Lance Bolton	CSU Pueblo Partner Engagement
January 26	Citizen Advisory Group	Presidents Community Advisory Group/Pueblo Community Engagement
January 27	Lunch with Ryan McWilliams & Ralf Schwoerer	Pueblo Community Engagement
January 27	Greater Pueblo Chamber of Commerce Annual Meeting & Citizen of the Year Award	Pueblo Community Engagement
February 4	Greater Pueblo Chamber of Commerce Legislative Breakfast	Pueblo Community Engagement
February 8	Meet with Dr. David Tandberg, Adams State President	
February 13	Attended Founders Day at the Colorado State Capitol	
February 13	Lunch with Frances Koncilja	CSU Pueblo Donor Engagement
February 16	Pueblo Innovative Energy Solutions Advisory Committee	Inaugural Meeting
February 17	Pueblo County Sherriff's Office Annual Dinner	Pueblo Community Engagement
March 4	Greater Pueblo Chamber of Commerce Legislative Breakfast	Pueblo Community Engagement



March 9	Colorado Ballet Student Matinee	Sponsored and Chaperoned 25 Pueblo High School Students to attend Colorado Ballet Student Matinee Production of Cinderella
March 16	Pueblo Innovative Energy Solutions Advisory Committee	Monthly Meeting
March 17	Parkview Gala	Pueblo Community Engagement
March 27	Coffee with Shanna Farmer	Pueblo Community Engagement
March 27	Colorado State Fair Planning Interview	Pueblo Community Engagement
March 30	Meeting with Al Cotrone	Pueblo Community Engagement
March 31	Coffee Meeting with PCC President Patty Erjavec	Pueblo Community Engagement
March 31	Meeting with Kunsan National University	Meet with Officials from the Kunsan National University in South Korea
April 1	Dinner with Jeff & Paula Chostener	Pueblo Community Engagement
April 5	Lunch with Kari Gonzales	Pueblo Community Engagement
April 5	Las Comadres Home Visit Session	Enrollment information session with First Generation High School Students
April 11	Student Leadership & Involvement Awards	Gave opening remarks and helped present awards
April 12	RMAC Spring President's Council Meeting	
April 12	Lunch with Dr. Angie Paccione	Denver Advancement & Engagement
April 12	Visited injured student	Visited with a student who was severely injured in a car accident to deliver a care package and give encouragement
April 15	Dinner with Michelle Chostner	Pueblo Community Engagement

CSU PUEBLO IN THE NEWS

Colorado State University Pueblo Observed the Life and Legacy of Dr. Martin Luther King Jr. with a Week of Service and Learning Events. "In celebration of the life and legacy of Dr. Martin Luther King, Jr., our campus is engaging in service and community," Vice President of Student Affairs and Dean of Students Dr. Marie Humphrey said. "For CSU Pueblo, Dr. Martin Luther King, Jr. Day is an opportunity to live out his legacy by serving others." In observance of the federal holiday, all but essential offices were closed on Monday, January 16, but many CSU Pueblo employees and students joined the City of Pueblo and the NAACP Pueblo Branch for the annual "Dr. Martin Luther King, Jr. Day Community March" beginning at 11:45 a.m. at the Rawlings

Library. The march was followed by speakers and a two-hour service opportunity. “CSU Pueblo leadership is proud to join the City of Pueblo and the NAACP Pueblo Branch to celebrate Dr. King’s message of civic duty and service to humankind,” CSU Pueblo President Dr. Timothy Mottet shared with campus. Other events throughout the week included a roundtable lunch at the Pack Café and a panel discussion titled “Social Justice and the Status of America today” with the CSU Pueblo Black Students Union, the NAACP Pueblo Branch and representatives from CSU Pueblo and the Pueblo community.

Colorado State University Pueblo Partnered with TheDream.US to assist Dreamer Students. CSU Pueblo is the newest partner college to join TheDream.US network of schools that serve undocumented migrant students. This partnership provides scholarship opportunities to cover tuition and fees for undocumented students in Southern Colorado. CSU Pueblo is the first Colorado institution of higher education located outside of the Denver area to receive the designation. “We are excited to partner with Colorado State University Pueblo in supporting Colorado Dreamers in their college and career aspirations,” President of TheDream.US Candy Marshall said. “Despite the many obstacles they face, these immigrant students continue to persevere and work hard to achieve their education and career goals. Their successes are proof that expanding Dreamers’ access to higher education and career opportunities is good for our country’s economic growth. We are grateful to Colorado State University Pueblo, and our other Partner Colleges across the United States, for giving our immigrant youth the opportunity to pursue a college education and contribute to the future of America.” As a partner college, Dreamers are able to attend CSU Pueblo using the scholarship funds provided by TheDream.US. These funds are specifically reserved for students who have no access to federal aid and limited access to state aid.

Colorado State University Pueblo Announced Dana Perino as the 2023 Commencement Speaker. Colorado State University Pueblo welcomes distinguished alumnus Dana Perino to deliver the spring 2023 commencement address. The ceremony is scheduled to begin at 8:30 a.m. at the ThunderBowl on Saturday, May 13. “We are excited to welcome Dana back to CSU Pueblo. Her career has served as an inspiration for our students, and she has been an incredible mentor providing opportunities for them to see her studio in New York,” CSU Pueblo President Timothy Mottet said. This will be the second time Perino will address the university’s graduating class. Perino was the commencement speaker for the 2008 commencement exercises and spoke about her journey to the White House and beyond. “My experience at CSU Pueblo helped shape me into who I am today, both professionally and personally. I am looking forward to speaking with the class of 2023 to remind them that with integrity, dignity and discipline, anyone can reach their goals, and everything will be okay,” Perino said.

Colorado State University Pueblo hosted the 15th annual Festival of the Winds February 9-11, 2023. The 15th annual Festival of Winds returned to campus on February 9 for the largest wind and honor band event in Colorado. The festival is an immersive three-day experience for over 350 high school students throughout the state. A total of 46 high schools were represented at the 2023 festival. Students spent the first day of the festival participating in auditions to determine final band and chair placements. Aspiring musicians also participated in master classes and small group rehearsals with CSU Pueblo’s instrumental faculty. Band directors attending the festival also participated in master classes, meet the composer sessions, and earned graduate credits through CSU Pueblo’s division of Extended Studies. The event culminated on Saturday evening featuring performances from two wind orchestras and two symphonic bands.



Colorado Southern Regional Science Olympiad Tournament Welcomed 600 STEM Students to the Colorado State University Pueblo Campus on Saturday, February 18, 2023. The rigorous STEM-based competition welcomed more than 600 middle and high school students across Colorado to campus. This one-day tournament featured 46 STEM competitions, facilitated by a team of 50 STEM faculty, staff, and community professionals. Competitions ranged from crime busting and forensics to remote sensing and device testing. Spectator events held at Massari Arena were free and open to the public. The university has hosted the tournament since 2015. The annual event brings more than 100 CSU Pueblo student volunteers together. “We are delighted to host this event on campus to showcase the talent and technical abilities of middle and high school students across the state,” CSU Pueblo President Timothy Mottet said. “STEM continues to play an important role in society and the work STEM students accomplish today will impact our tomorrow. CSU Pueblo is honored to support this work.”

Colorado State University Pueblo Professors Work Selected for Inclusion in Continuing Medical Education Program. A recent article published in the Journal of Occupational and Environmental Medicine by CSU Pueblo professor, Brad Gilbreath, PhD, and Cynthia Mathieu, PhD, at Université du Québec à Trois-Rivières was chosen for inclusion in the Continuing Medical Education (CME) program. This prestigious recognition highlights the significance of their research and its potential to make a positive impact on healthcare practices. The article, titled “Measuring Presenteeism from Work Stress: The Job-Stress-Related Presenteeism Scale,” reports on the factor structure and validity of the measurement tool created by Dr. Gilbreath and Dr. Erin Frew. The Job-Stress-Related-Presenteeism Scale is designed to measure job-stress-related-presenteesim, a phenomenon where employees are at work but are unable to fully focus on their work due to job stress. The scale can provide valuable insights into how workplace stress affects workers and their productivity. We were happy to hear that our article was selected for this program,” Dr. Gilbreath said, “we hope that our research can have a positive impact beyond the academic community. Dr. Mathieu and I strongly believe in the need to make work healthier and more rewarding.”

Colorado State University Pueblo Receives \$2.98 Million Grant to Increase Broadband Access in Pueblo. CSU Pueblo received a \$2.98 million grant from the National Telecommunications and Information Administration (NTIA) to implement a two-year pilot project that will increase broadband access to underserved communities in Pueblo, Colorado. The “Adelante Connect” project targets low-income areas with low internet and device access within the community of Pueblo. Data indicated that there are 36 Pueblo census tracts that may qualify for assistance through the pilot program. *Adelante Connect* will staff several Community Digital Navigator positions, provide devices, digital literacy, and subsidize internet services to two hundred students and their households. The project will also technologically enable four community anchor partners with a significant broadband solution enhancing their community connectivity. CSU Pueblo’s Hispanic Serving Institution designation, and as an emerging Minority Serving Institution, made the institution an eligible recipient of the federal Connecting Minority Communities Pilot Program grant. According to CSU Pueblo President, Dr. Timothy Mottet, “CSU Pueblo recognizes the need for reliable, affordable, and robust

broadband opportunities for the community of Pueblo. We are pleased that we will facilitate increased access to a broadband connection that will positively impact the students and families we serve, many whom reside in economically disadvantaged or minoritized neighborhoods that traditionally have little to no internet access.”

Colorado State University Pueblo to honor Dr. Margie Massey, Johnson Controls Inc., Eric and Renee Carson and Alumnus Timothy Simmons at President’s Blue and Red Gala on May 20, 2023. CSU Pueblo Professor of Education, Dr. Margie Massey, Johnson Controls, Eric and Renee Carson, and alumnus Timothy Simmons, 1969, will be honored as part of the Colorado State University Pueblo 2023 President’s Blue and Red Gala on Saturday, May 20, 2023. Proceeds from the Gala directly benefit future generations of CSU Pueblo students through scholarships and programs. The 2023 President’s Blue and Red Gala will begin at 5:30 p.m. with cocktails in the Occhiato Student Center Ballroom Foyer. Tickets for the 2023 President’s Gala are \$150 per person or \$1,750 for a corporate table of eight. Information on tickets, sponsorships, and corporate tables is available through the CSU Pueblo Foundation, 719.549.2307 or at www.csupueblogala.com.

Colorado State University Pueblo Students Presented Original Research, Scholarship and Creative Activity During the 9th Annual Spring Symposium. The 9th Annual Spring Symposium: A Celebration of Research, Scholarship and Creative Activity took place on Friday, April 7 in the Library and Academic Resource Center (LARC) at CSU Pueblo. The symposium featured poster, oral, and creative presentations by undergraduate and graduate students at CSU Pueblo. The mission of the Spring Symposium is to serve as a forum for the dissemination and discussion of original research, scholarly ideas, creative activities and to foster interaction among students, faculty, and the local community. Dr. Stuart Benkert, Dean of Undergraduate Studies and Student Success, is the chair of the symposium this year. “Research and creative inquiry places all that the student knows into stark relief as it rarely works quite as expected,” Dr. Benkert said. “As students begin to think like researchers, they learn to see failures as opportunities to ask questions, reframe problems, and try new approaches.” The symposium is open to all majors and works from across multiple academic areas of study will be presented. To participate in the research symposium, students were required to identify a faculty advisor or mentor to provide approval for abstract proposals. Students then chose between an oral or poster presentation or a creative demonstration to present their work.

Section 8

Annual Philanthropy Reports

- Colorado State University – Pueblo – Donna Souder Hodge, VP Operations and Advancement
- Colorado State University – Karen Dunbar, Interim VP for Advancement

2023

PHILANTHROPY

REPORT



COLORADO STATE UNIVERSITY PUEBLO

Operations & Advancement

CONTENTS.

A NEW WAY OF THINKING

01. INVESTMENTS

02. SUPPORT

03. ELEVATING APPEAL

04. STATEWIDE & NATIONAL ENGAGEMENT



COLORADO STATE UNIVERSITY PUEBLO

Operations & Advancement

ADVANCING OUR MISSION.

The 2.5-year old Advancement team has been able to focus this fiscal year on building more in depth relationships, bringing critical funds from grants and private funders for top rated programs, and elevating the appeal of CSU Pueblo across Colorado and beyond.

The Denver based Advancement Team is establishing new fundraising opportunities to become long-term drivers for new and evolving academics and student experiences. One example is the partnership with The Dream.US, our new, official partner. This new collaboration will bring impactful opportunities for undocumented students to fulfill dreams of earning a 4-year degree. The Advancement team also leads CSU Pueblo efforts, in coordination with the CSU System, to leverage the new CSU Spur campus to support outreach to our important Metro Denver alumni, donors, and friends.

Hispanic Serving Initiatives continues to build capacity for CSU Pueblo through various multi-million dollar grants. As part of this rapidly growing initiative, in 2022, the Operations and Advancement division was able to hire a Director of HSI Programs and elevated the former Director to the AVP of Operations & Advancement. These grants have allowed us to expand online courses, grow graduate school programming, create new DEIB initiatives, and (coming soon!) will bring broadband to needed communities.

The Advancement efforts work in service to CSU Pueblo's ten Vision 2028 initiatives and allow us to expand university-wide support of the campus ecosystem to achieve CSU Pueblo's three wildly important goals: expanding our appeal, enhance student success, and develop our people.

We are CSU Pueblo. YOU belong here.

- Dr. Donna Souder Hodge

Vice President Operations & Advancement

you
BELONG
HERE.

01. INVESTMENTS

\$3,000,000

Title V La Distancia funding in support of DEI and expansion of online courses

\$3,000,000

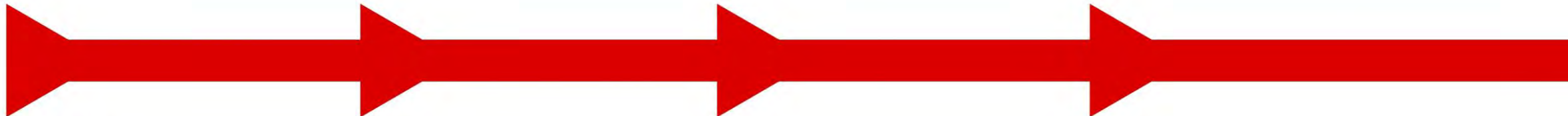
NTIA - MSI grant Outreach and broadband expansion

\$52,000

Kenneth King Foundation support CSU Pueblo Works program.

\$24,000

CSU Pueblo Alumni supporting Space Leadership Scholarship.



INVESTMENTS 01.

\$15,000

Pinnacle Assurance support of CSU Pueblo Works program.

\$40,000

Buell Foundation-Support of CSU Pueblo Early Childhood Education program.

\$40,000

Buell Foundation support to students and staff that have children in the on campus Early Childhood Center.

\$12,000

Corporate supporters for various programs.

01. INVESTMENTS

- ▶ In addition to the \$6.18 million raised this fiscal year, Operations & Advancement has \$7.6M in pending opportunities with Department of Labor, Opportunity Now, and Colorado Health Foundation.

02. SUPPORT

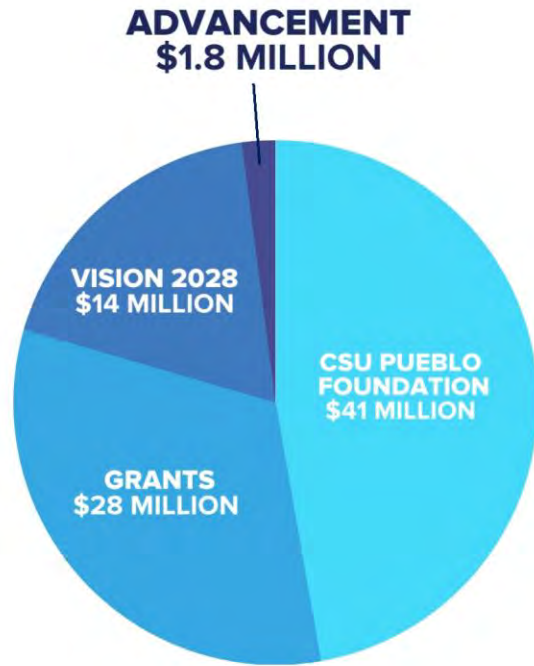


Operations and Advancement has worked alongside CSU Pueblo Athletics in a variety of ways.

VIEW VIDEO

SUPPORT 02.

Since 2021, Operations and Advancement has overseen the fiscal management and reporting for Vision 2028, including a \$14 million investment from the CSU System; the FY23 \$6.8 million pledge from CSU System; \$28 million in external grants (raised and managed in partnership with academic affairs and HSI Programs), and includes the Advancement team, which (independent of HSI grants) has contributed \$1.8 million new dollars.



ACTUAL
\$84,800,000

PENDING VISION 2028 FY23 FUNDING:
\$6,800,000

**CSU PUEBLO FOUNDATION
OVERDRIVE CAMPAIGN REPORT
AS OF MARCH 15, 2023**

50.6M

03. ELEVATING APPEAL

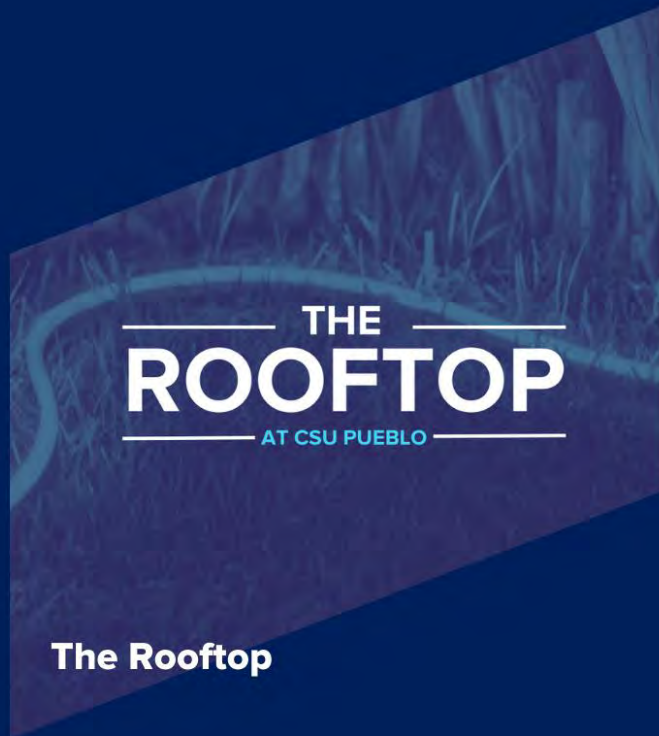
Partnership with Fox21

As of September 2022, CSU Pueblo has secured a new agreement with FOX21 to live stream all CSU Pueblo home football games for this season. With a total of eight commercials per game for six games, this totals 48 spots this fall at \$1,800 a spot, providing us with an \$86,400 value for this agreement, annually.

CSU System Engagement

CSU Pueblo Advancement has become the point of contact for system wide efforts . This includes bringing impactful stories into the CSU Impact Map at the Spur Campus, National Alumni Career Mobility Survey, participating in system wide events, and inviting CSU Pueblo alumni to impactful CSU System functions.

ELEVATING APPEAL 03.



The Rooftop



Iconic Image



The Patio

04. ENGAGEMENT

ADVANCEMENT: CREATING A PIPELINE IN DENVER AND BEYOND

- Hosted a "New Student Send-Off" with more than 40 metro Denver students and family members in attendance
- Participated in 5th Water in the West Symposium hosted by the CSU System
- CSU System Holiday party at CSU Spur
- Hosted a table at Boots N Business, Denver Metro Chamber Event
- Supported CSU Spur's Hydro opening with guest invitation and Ballet Folklorico performance
- Advancement initiated numerous Presidential Engagements in Metro Denver, including multiple events, meetings, and targeted stewardship opportunities

04. STATEWIDE

PARTNERSHIPS



& NATIONAL PARTNERSHIPS

04

The Dream.US

- ICCSU Pueblo has been named the newest partner college with The Dream.US.
- TheDream.US is the nation's largest college and career success program for undocumented migrant youth students, having provided more than 8,750 college scholarships to Dreamers attending over 80 partner colleges.
- As a partner college, Dreamers are able to attend CSU Pueblo using the scholarship funds provided by TheDream.US. These funds are specifically reserved for students who have no access to federal aid and limited access to state aid.
- TheDream.US awards up to \$8,250 per student annually to pay for tuition and fees. An additional \$1,000 stipend is awarded each year to offset the cost of textbooks and other costs. With specific enrollment goals of 8-10 students a year for this program, this could influx \$92,500 per year for undocumented students.
- In total, the scholarship funds provided by TheDream.US totals nearly \$37,000 per student financial assistance, covering the cost of a bachelor's degree at CSU Pueblo.

AHSIE

20 people from CSU Pueblo attended the Alliance of Hispanic Serving Institution Educators (AHSIE), a national conference with a similar focus. Title V grants paid for the staff to attend. Serving our students better and participating in these professional development opportunities elevates our appeal from my perspective.

ESCALA

Professional development partnership with a three day retreat where the focus was on serving Latinx

COMMENCEMENT & HONORARY DOCTORATE 2023

- Colorado State University Pueblo welcomes distinguished alumnus Dana Perino to deliver the spring 2023 commencement address.
- Perino currently co-anchors America's Newsroom with Bill Hemmer and is a co-host on The Five, airing on Fox News. Perino previously anchored The Daily Briefing with Dana Perino. She is a New York Times best-selling author, with titles that include, *And the Good News Is: Lessons and Advice from the Bright Side*; *Let Me Tell You about Jasper: How My Best Friend Became America's Dog*; and *Everything Will Be Okay: Life Lessons for Young Women (from a Former Young Woman)*.
- Perino is the former White House Press Secretary for President George W. Bush, the second woman ever, and first Republican, to hold the job.



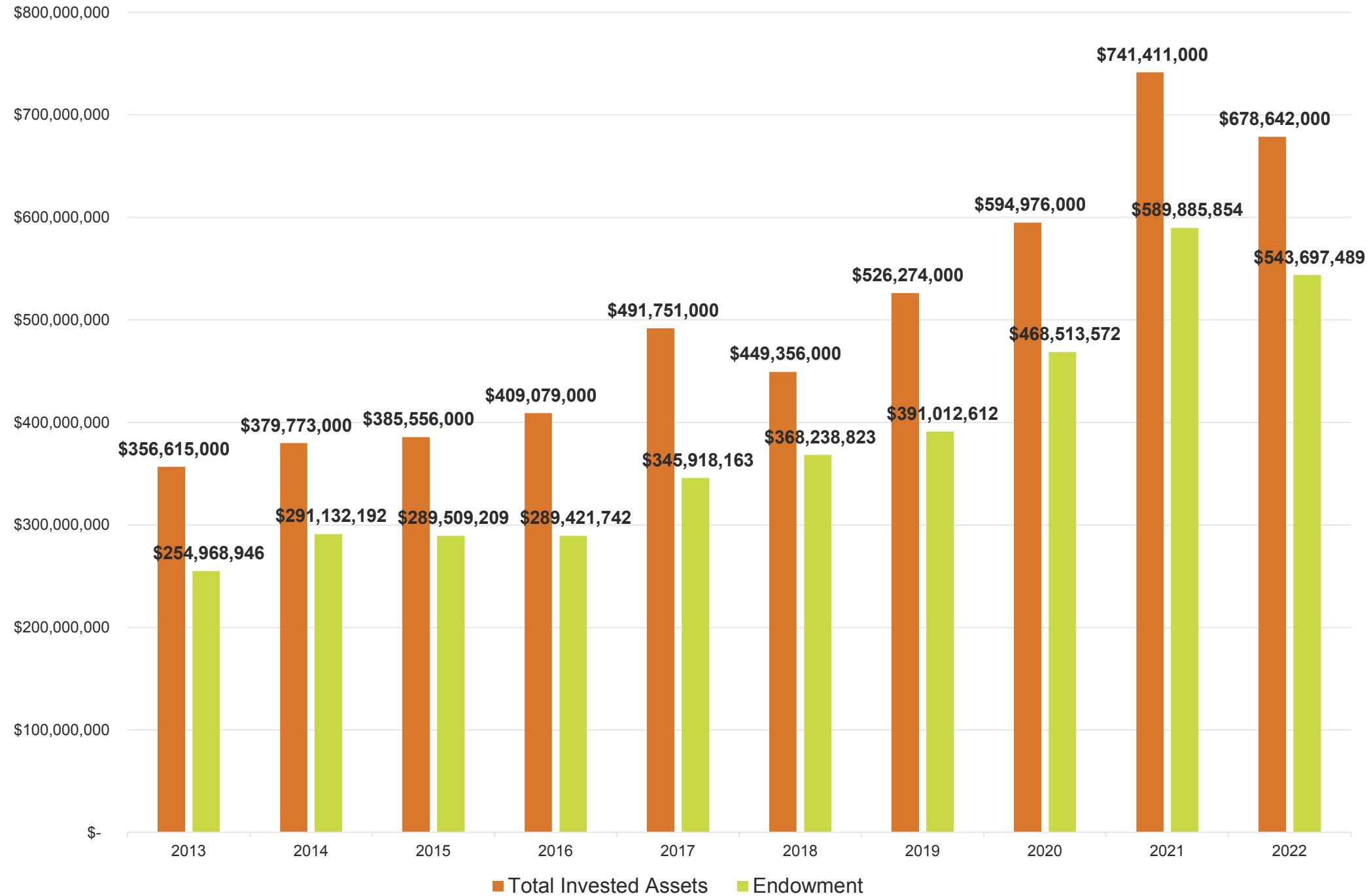


Philanthropic Report

University Advancement

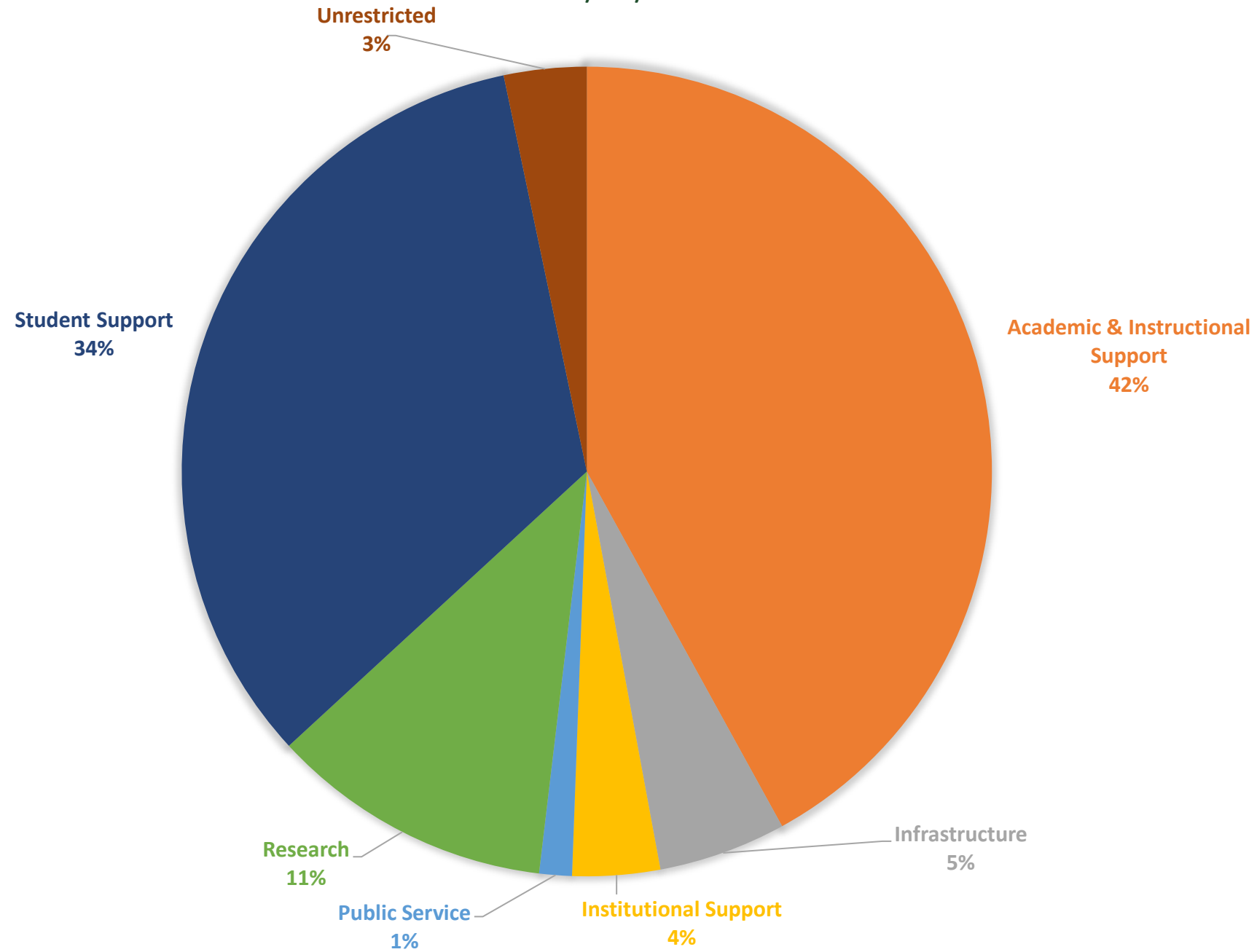
May 2023

Total Invested Assets vs Endowment

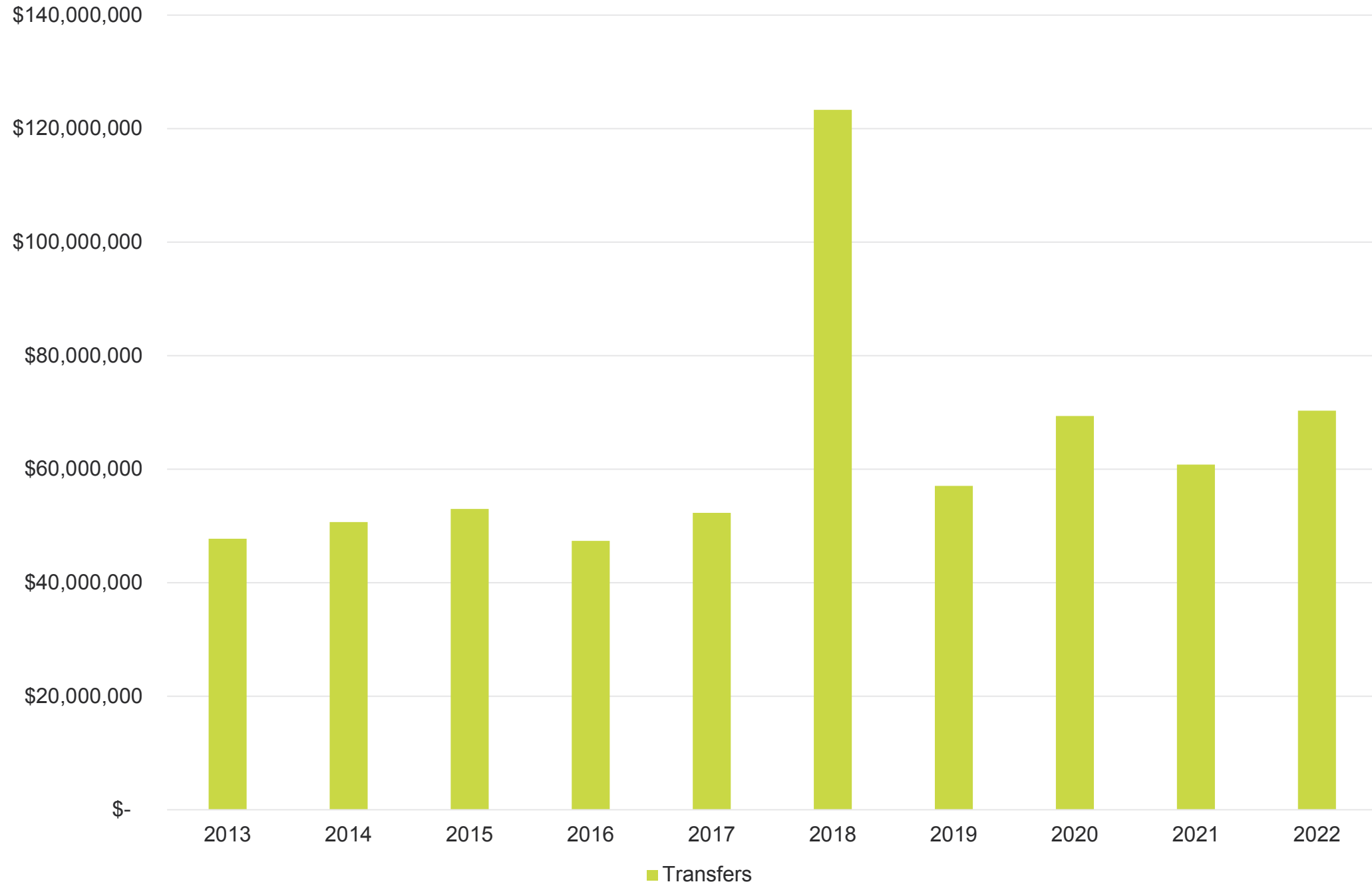


Cash and Investments by Restricted Purpose

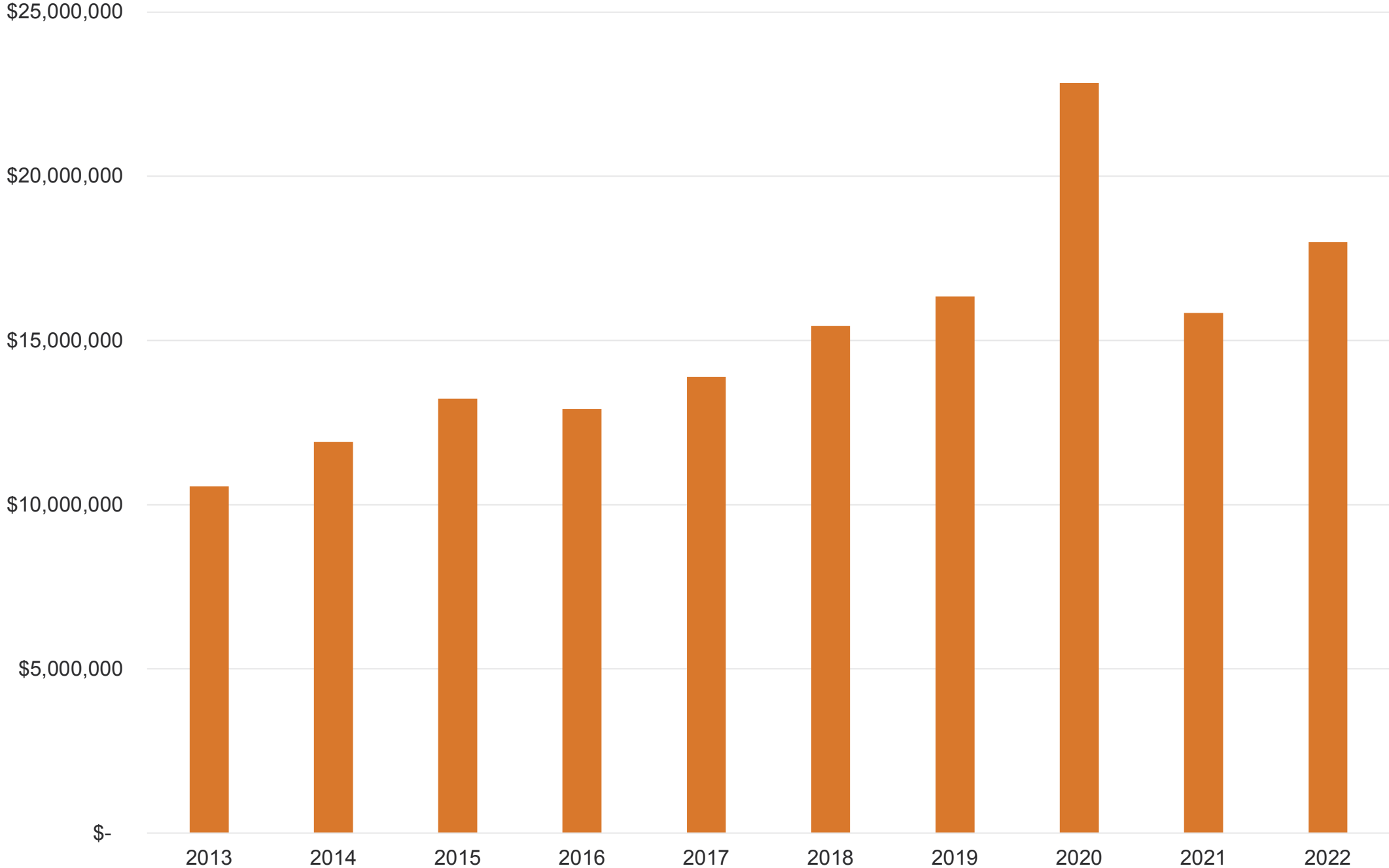
as of 12/31/2022



Distributions to CSU



Distributions from Endowment



Private Support Numbers by Calendar Year

	CY 2022	CY 2021	CY 2020
Contributions (cash, non-cash and pledges)	\$127,817,362	\$140,827,384	\$100,398,372
Irrevocable Planned Gifts	\$85,349	\$1,037,454	\$2,690,000
Revocable Gifts and Conditional Pledges	\$37,758,302	\$44,820,510	\$36,161,505
Payments to Commitments Prior to Period	<u>(\$26,452,826)</u>	<u>(\$15,225,650)</u>	<u>(\$21,335,653)</u>
Total Philanthropic Support	\$139,208,187	\$171,459,698	\$117,914,224
Other Private Support	<u>\$26,149,758</u>	<u>\$28,541,564</u>	<u>\$34,803,683</u>
Net Private Support	<u>\$165,357,945</u>	<u>\$200,001,262</u>	<u>\$152,717,907</u>

Over \$350,000,000 has been recorded as revocable commitments based on will provisions and beneficiary designations.

Private Support Numbers by College & Unit

Unit	CY 2022	CY 2021	CY 2020
College of Veterinary Medicine & Biomedical Sciences	\$48,354,002	\$49,699,944	\$40,688,562
College of Agricultural Sciences	\$26,907,766	\$18,191,538	\$10,154,567
Walter Scott, Jr. College of Engineering	\$18,794,165	\$28,852,148	\$24,914,365
Enrollment, Academic & Student Affairs	\$13,612,973	\$7,106,475	\$8,831,470
Athletics	\$13,062,011	\$6,190,185	\$3,046,346
Vice President for Research	\$11,876,635	\$11,685,024	\$10,111,146
Warner College of Natural Resources	\$7,084,803	\$7,307,656	\$6,338,627
College of Natural Sciences	\$6,945,269	\$13,404,678	\$6,402,749
Other University Funds	\$5,136,004	\$2,492,506	\$11,023,459
College of Liberal Arts	\$4,371,109	\$5,637,230	\$21,942,498
College of Health & Human Sciences	\$3,669,686	\$43,982,901	\$5,950,111
College of Business	\$3,237,273	\$3,995,732	\$2,155,276
Engagement and Extension	\$1,205,541	\$522,749	\$584,856
Alumni Relations	\$571,343	\$510,264	\$445,444
Libraries	\$529,365	\$422,232	\$128,431
Total	\$165,357,945	\$200,001,262	\$152,717,907

Questions

Section 9

*Academic and Student Affairs
Committee*

BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING AGENDA
May 5, 2023

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

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

I. New Degree Programs

Colorado State University

- Associate of General Studies
- Major in Livestock Business Management
- Graduate Certificates:
 - Climate Adaptation and Risk Management
 - Global Supply Chain Management
 - Political Economy
- Discontinued Academic Program
 - Political Economy

Colorado State University Pueblo

- Retitle Bachelor of Applied Science in Organizational Leadership

II. Faculty Manual Changes

- Section C.2.1.3.1 Elected Members
- Section E.10.5 Procedures for Granting Tenure

III. CSU System Collaboration

IV. Provosts' Updates on Enrollment/Access, Program Development/Pedagogical Initiatives, Top of Mind

- Colorado State University
- Colorado State University Pueblo
- Colorado State University Global Campus

MATTERS FOR ACTION:

CSU-Fort Collins Academic Programs

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the following new academic programs:

Associate of General Studies Degree

Major in Livestock Business Management

Graduate Certificate in Climate Adaptation and Risk Management

Graduate Certificate in Global Supply Chain Management

Graduate Certificate in Political Economy

MOVED, that the Board of Governors approve the discontinuation of the following academic program:

Political Economy Graduate Interdisciplinary Studies Program

EXPLANATION:

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

To maintain Title IV funding, Colorado State University-Fort Collins must demonstrate approval of new academic programs by the Board of Governors, the Colorado Department of Higher Education, and the Higher Learning Commission. Colorado State University-Fort Collins maintains a robust academic planning process to assure well-vetted proposals for changes to the academic programs offered on our campus prior to submission for consideration by the Board of Governors Academic and Student Affairs Committee. These programs submitted for consideration have received approval from the University Curriculum Committee and the Faculty Council.

New Academic Program Details

1. Specific Identifiers:
 - a. Name of Program: **Associate of General Studies**
 - b. Degree Type: **Associate of General Studies Degree**
 - c. Recommended CIP code: **24.0102**
 - d. College, School, Dept.: **Intra-University/Provost and VP for Academic Affairs**

2. Overview of Program:

This Associate of General Studies (AGS) degree is being proposed to align with the CORE Initiative. CORE allows institutions of higher education to opt in to award associate degrees to eligible students who have stopped out. The AGS will be awarded in recognition of credits already completed by the student. The AGS will not be advertised on the admissions application; students at CSU cannot matriculate into an associate degree program. The AGS will be included in the General Catalog where it will be made clear it is only available to students who have stopped out for at least two consecutive semesters after earning at least 70 credits. A small new population of students will become eligible each year.

The AGS is not intended to compete with the Colorado Community College System. Instead, it is intended to award a credential to students who are not eligible for Colorado Reverse Transfer and who had already earned over half of the credits necessary for a baccalaureate degree.

The state coordinated with HLC to handle a broad statewide effort on this initiative for accreditation updates. As part of this process, CSU wrote and submitted an application to HLC for approval of this new degree type.

3. Fit With Campus Mission:

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world. The goal of the CORE Initiative is to award students a credential for the credits they have already earned. This fits directly with CSU's focus on teaching and service for the benefit of the citizens of Colorado. By awarding this degree, CSU will help our students' opportunities for employment and strengthen the state's workforce and business community.

4. Evidence of Need:

This degree program is in line with the state's CORE Initiative in response to HB21-1330. The state identified a large potential population for this degree and CSU intends to provide this opportunity to our students, as well as to encourage their completion of a 4-year degree.

5. Student Population in Five Years and Profile:

CSU has identified 1,663 students who meet the criteria below in the last ten years of enrollment data. After confirming completion of AGS requirements, these students will be contacted to confirm their interest in having this credential awarded. Given the length of time since some were engaged with CSU, we anticipate varying levels of difficulty locating accurate contact information. As students opt in, CSU will confer the AGS.

After addressing the initial population of eligible students, a small new population of students will meet the criteria each year (earning at least 15 credits at CSU/70 credits overall, and stopping out for two consecutive semesters). The goal is not to grow the AGS population, but instead award a credential that has been earned and encourage reenrollment at CSU.

6. Special Undergraduate Admissions standards:

- Student earned at least 70 credits with at least 15 credits in residence at CSU.
 - No more than 15 credits can be from a single Colorado community college. (If a student has 15 or more earned credits from a Colorado community college, that student is eligible for Colorado Reverse Transfer instead of CORE.)
- Student has a CSU cumulative GPA of 2.000 or higher.
- Student completed at least 15 credits of degree applicable All University Core Curriculum courses.
- Student is unenrolled for at least two consecutive semesters.
 - Student did not enroll at another institution after attending CSU.
- Student was actively enrolled at CSU within the 10 years prior to being considered for the AGS.
- Student is identified by the Office of the Registrar as meeting requirements for the credential.

7. Curriculum and Program Outcomes:

Program Outcomes:

- Students will have demonstrated the General Education Learning outcomes.
- Students will have gained college-level skills and knowledge to support employment and advancement.

CSU will report to the Colorado Department of Higher Education the following:

- Number of eligible students
- Number of AGS degrees awarded
- Number of students who re-enrolled at CSU after receiving an AGS through the CORE initiative

Curriculum Requirements:

Students must have completed a total of 70 credits, and 15 of those credits must have been completed at CSU for eligibility to be awarded the AGS degree at CSU. A minimum cumulative GPA of 2.000 is required.

			Credits
Complete a minimum of 15 credits from the All-University Core Curriculum (AUCC):			15
Category	AUCC	Credits	
Intermediate Writing	1A	3	
Quantitative Reasoning	1B	3	
Diversity, Equity, and Inclusion	1C	3	
Advanced Writing	2	3	
Biological and Physical Sciences	3A	7	
Arts and Humanities	3B	6	
Social and Behavioral Sciences	3C	3	
Historical Perspectives	3D	3	
Electives			45
Total Credits			60

8. Faculty resources (current and required):

Not applicable as coursework was already completed and student is no longer enrolled at CSU.

9. Library, Facilities, Equipment., etc., Current and Required:

The Office of the Registrar (RO) team will identify eligible students, confirm no degree earned elsewhere, audit AGS degree requirements, contact students, secure student opt-in, confer degrees, print diplomas, and report data to CDHE. The RO team will also report to the National Student Clearinghouse which manages degree verification services for students.

10. Budget:

CDHE funding has been granted to support the initial two years of work on this AGS degree. Once the process is established, the Office of the Registrar will continue this effort in future years. Below is the budget CDHE approved and funded:

Project Step	Completion Date	Total funding request
Develop and build A.A., A.S., A.G.S curriculum in university curriculum system. Work with curriculum system vendor on updates as needed to online curriculum submission form. Update catalog as appropriate.	Fall 2022	\$1,000
Build and test new associate degree(s) in the degree audit system	Spring 2023	\$500
Develop, test, and implement programs and applicable datacodes within SIS, including modifying diploma production process to include associate degree	Spring 2023	\$3,000
Work with diploma vendor and CSU administration to develop associate degree templates for new degree type	Spring 2023	\$500
Develop reports from SIS data to determine eligible population for outreach; establish process for reviewing NSC to confirm credential hasn't been issued by another institution	Spring 2023	\$5,000
Process development for/and manual review of initial population of students for confirmation of requirements fulfilled for issuing associate degree	Summer 2023	\$8,000
Process development for/and outreach to initial population to confirm desire to have credential issued	Fall 2023	\$2,000
Process development for/and updating student records, as applicable, for awarding and sending new credential (creating degree record, updating diploma name, adjusting mailing address and additional contact information)	Fall 2023	\$1,000
Covering un-budgeted cost for initial credential printing/shipping	Fall 2023	\$5,000
		\$26,000 Total

New Academic Program Details

1. Specific Identifiers

- a. Name of Program: **Livestock Business Management**
- b. Degree Type: **Undergraduate Major**
- c. Recommended CIP Code: **01.0199**
- d. College, School, Dept.: **College of Agricultural Sciences, Department of Agricultural and Resource Economics, Department of Animal Sciences**

2. Overview of Program:

The Livestock Business Management degree program develops active decision-making, communication, and practical management skills to prepare graduates to be effective leaders and agents within the livestock industry. Coursework within the program is selected to provide solid foundational understanding of biological processes and management opportunities within livestock systems as well as analytical and managerial principles in agricultural businesses across a range of scales and resource bases. On top of this fundamental foundation, students will be trained in economic decision making and analysis that will explicitly integrate the biophysical dimensions with the financial dimensions to drive overall business decisions.

Another important element of the program is the development of leadership skills to prepare graduates to not only work internally within the industry, but to also be effective in representing the industry and bringing broader social issues to the forefront within the industry.

The integration of efficient livestock systems and business practices prepares students to be successful in a wide range of higher-level positions needed within contemporary animal agriculture.

3. Fit With Campus Mission:

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world. The core missions of the Departments of Animal Sciences and Agricultural Resource Economics focus on providing benefits to the citizens of Colorado and beyond through education and discovery centered in the agricultural sciences. These departmental missions are in direct alignment with the mission statements of the College of Agricultural Sciences and Colorado State University and are consistent with the Morrill Act directive for focus on teaching and support of the agricultural sciences. This program will deliver directly to the heart of all these missions in building capacity in graduates to function at a high level within the livestock industry, a segment of agriculture that is particularly important to Colorado.

4. Evidence of Need:

Students and industry stakeholders (industry leaders and employers) have long desired an educational experience that would prepare students to be successful in careers in the livestock industry and allied businesses. The most direct evidence is the long-term success that we have had here at CSU with an informal double major program that has been active for the past twenty-five years. Across the years we've had many students in this program (as many as one-half of Agricultural Business majors in the mid-2000s), but the number of credit hours required have become nearly prohibitive as the individual majors have become more specialized in their respective sciences.

Many of our peer institutions also offer options within programs of study that allow students some degree of specialization in the business of livestock management though all fall short of the level of training that employers tell us that they need in graduates. This proposed program of study is unique in that it explicitly extends and integrates the core disciplinary tools and sciences through an experiential frame to develop graduates who can effectively function in a contemporary livestock industry. Our industry partners make it clear that demand for this caliber of graduate is not currently being met.

By statute, baccalaureate programs in agriculture are offered only at Colorado State University in acknowledgement of our Land Grant mission. Given the explicit nature of this program of study as focused on the important livestock sector within agriculture, there are no programs in the same academic domain in Colorado.

5. Student Population in Five Years and Profile:

It is estimated that the program will be enrolled at 180 students in five years.

Enrollments	Year 1	Year 2	Year 3	Year 4	Year 5
New resident	10	15	20	25	30
New non-resident	10	15	20	25	30
Continuing resident	10	20	30	45	60
Continuing non-resident	10	20	30	45	60
Total enrolled	40	70	100	130	180
Graduates after completing year	0	10	10	20	30

6. Admission Requirements:

Undergraduate students are eligible with no additional requirements.

7. Curriculum:

This is a 120-credit hour program of study. The degree requirements are included at the end of this document.

8. Faculty Resources, Current and Required:

This program will impact teaching by increasing the number of students in currently offered courses and requiring 7 credits of new course delivery. There are no plans to deactivate any current programs or courses.

Current student numbers include approximately 260 in Equine Science, 600 in Animal Science and 200 in Agricultural and Resource Economics for a total of 1060 students. Some of these would likely shift majors to the new LBM major. The total number of teaching faculty is about 70 and the number of advising faculty is about 55. Thus, the current ratio of students to teaching faculty for the combined departments is approximately 16:1. The current ratio of students to advising faculty is about 20:1. However, the academic advising for both departments is conducted by 2 DARE and 5 AS full-time academic success coordinators. It is expected that new students in the LBM major will not initially impact student:faculty ratios or advising. As enrollment in the new degree increases, then additional resources will need to be partitioned to teaching and advising.

Both departments are/plan to hire additional faculty members that will contribute directly to the LBM or may help cover additional teaching needs in current courses. AS will hire approximately 5-6 new tenure-track faculty over the next 3 years. Some of these are positions that are currently vacant (due to retirements, etc.) and that were used to address budgetary issues during the pandemic; they are slated to be filled with time and resource availability. Furthermore, due to AgNext and other multi-disciplinary programs, there will be as many as 6 new faculty lines added to the Department. DARE is in the hiring process for one new faculty member and plans to hire another in the next three years.

DARE and AS currently have planned excess capacity within ASC ranks in anticipation of advising needs as the LBM program ramps up. It is likely that one additional unique and independent ASC will be needed as the program develops traction with enrollment. Current ASCs are capable of handling approximately 150-200 student cases/year. It is expected that ASCs, in their advising role, will make students aware of the new degree program. In addition, during interaction with youth activities around the State and beyond (e.g., National Western Stock Show, State Fair, county fairs, judging events, etc.), we intend to promote the degree as one of three options to address opportunities in the livestock industries.

9. Library Resources, Facilities, Eqpt., etc., Current and Required:

Currently, DARE and AS undergraduate programs do not have significant demand for library resources. The new degree will not change the library resources need for faculty and students working in this program.

No additional unique facility, equipment or technology resources are needed to offer the LBM degree. The Animal Sciences Building was fully renovated to include student gathering and study spaces, computer laboratories, conference rooms, and research laboratories. Construction was completed Fall of 2014. DARE moved to the new Nutrien Building in spring 2022. The building provides space similar to the Animal Science Building. However, with additional enrollment over time in the LBM degree, it is expected that access to additional classroom space will be necessary. The six new courses (7 credits) will require classrooms. As student numbers increase in current courses, we may need more or larger classroom and computer lab space. Many of our current courses are not at capacity which makes the details for additional space needs uncertain.

10. Overall Budget Summary:

The budgetary needs are to expand current course offerings and increase student advising. As new courses are offered and current courses require additional faculty and GTA support, we foresee the need for one new faculty line at a salary plus fringe of \$126,700 beginning in the fourth year of the program. To provide instructor support for expanded current courses and the new courses, we require 4 additional GTAs with two coming on in year three at \$53,129 and two more starting in the fourth year for an additional \$53,129. To provide students in the program student success support, we would hire a part-time Academic Success Coordinator. We can bring the ASC hours on over time starting with quarter time and moving to half-time at \$15,750 in the third year of the program and an additional \$15,750 in the fourth year. The departments can cover these expenses and additional budget needs with the base funding from the sponsoring departments, 2-3-6 funds, and differential tuition.

MAJOR IN LIVESTOCK BUSINESS MANAGEMENT

The Livestock Business Management degree program develops active decision-making, communication, and practical management skills to prepare graduates to be effective leaders and agents within the livestock industry. Coursework within the program is selected to provide solid foundational understanding of biological processes and management opportunities within livestock systems as well as analytical and managerial principles in agricultural businesses across a range of scales and resource bases. On top of this fundamental foundation, students will be provided training in economic decision making and analysis that will explicitly integrate the biophysical dimensions with the financial dimensions to drive overall business decisions. Another important element of the program is the development of leadership skills to prepare graduates to not only work internally within the industry, but to also be effective in representing the industry and bringing broader social issues to the forefront within the industry. The integration of efficient livestock systems and business practices prepares students to be successful in a wide range of higher-level positions needed within contemporary animal agriculture.

Learning Outcomes

Upon successful completion, graduates will exhibit:

Professional Development: Graduates will embody a general awareness of issues relevant to the livestock industry and their implications in a larger societal context. Students will begin to develop a network of personal and professional connections which will foster an understanding of the culture surrounding professional expectations and conduct.

Technical Competence: Graduates will demonstrate technical competency including the ability to appropriately use biophysical sciences, business management techniques, and economic theory in formulating analytical problems, identifying and gathering appropriate data, and employing appropriate methods to analyze those problems, utilizing appropriate resources and technologies available.

Problem-solving Skills: Graduates will demonstrate the ability to solve real-world livestock business management problems beyond the context of the classroom. Students will be able to identify a problem and its scope, evaluate resources available to address the problem, formulate alternative solutions, and select the solution(s) most consistent with a stated objective.

Communication Skills: Graduates will demonstrate proficiency in oral and written communication in terms of substance, organization, mechanics, documentation, and synthesis. Proficient students will have the ability to clearly communicate findings, critically and analytically, at a professional level within their chosen profession.

Leadership: Graduates will have developed leadership qualities that they will use in their professional, personal and community interactions leveraging the other competencies acquired in the program. These leadership qualities include vision, initiative, personal responsibility, team building, and motivating collective action.

Effective Fall 2023

Freshman		AUCC	CREDITS
ANEQ 101	Food Animal Science		4
ANEQ 105	Introduction to Large Animal Anatomy		1
AREC 192	Orientation to Agricultural and Resource Econ		1
AREC 202	Agricultural and Resource Economics (GT-SS1)	3C	3
CO 150	College Composition (GT-CO2)	1A	3
LBM 133	Introduction to Livestock Business Management		1
LIFE 102	Attributes of Living Systems (GT-SC1)	3A	4
MATH 117	College Algebra in Context I (GT-MA1)	1B	1
MATH 118	College Algebra in Context II (GT-MA1)	1B	1
MATH 124	Logarithmic and Exponential Functions (GT-MA1)	1B	1
Select one course from the following:			3-4
BUS 150	Business Computing Concepts and Applications		
CS 110	Personal Computing		
Select one course from the following:			4
CHEM 107	Fundamentals of Chemistry (GT-SC2)	3A	
CHEM 111	General Chemistry I (GT-SC2)	3A	
Diversity, Equity, and Inclusion		1C	3
Total Credits			30-31
Sophomore			
ACT 205	Fundamentals of Accounting		3
ANEQ 305	Functional Large Animal Physiology		3
ANEQ 328	Foundations in Animal Genetics		3
AREC 310	Agricultural Marketing		3
LBM 233	Leadership in the Livestock Industry		2
SPCM 200	Public Speaking		3
Select one course from the following:			3
STAT 201	General Statistics (GT-MA1)	1B	
STAT 301	Introduction to Applied Statistical Methods		
Arts and Humanities		3B	6

Historical Perspectives		3D	3
	Total Credits		29
Junior			
ANEQ 320	Principles of Animal Nutrition	4B	4
AREC 305	Agricultural and Resource Enterprise Analysis		3
LBM 333A	Livestock Business Engaged Research: Proposal Development		1
LBM 333B	Livestock Business Engaged Research: Field Experience		1
Animal Science Choice Block - select a minimum of 9 credits total from the following:			9
ANEQ 250	Live Animal and Carcass Evaluation		
ANEQ 310	Animal Reproduction	4B	
ANEQ 313	Prevention and Control of Livestock Diseases		
ANEQ 330	Principles of Animal Breeding	4B	
ANEQ 360	Principles of Meat Science	4B	
ANEQ 410	Applied Food Animal Behavior		
ANEQ 448	Livestock Manure Management and Environment		
ANEQ 460	Meat Safety		
SOCR 320 or RS 300	Sustainable Forage Management for Livestock Rangeland Conservation and Stewardship		
Up to two Production Systems courses not chosen in Senior year may be used in this block.			
Ag Business Choice Block - Select a minimum of 6 credits from the following:			6
AREC 311	Agricultural and Resource Product Marketing		
AREC 325	Personnel Management in Agriculture		
AREC 340/ECON 340	Introduction-Economics of Natural Resources		
AREC 341	Environmental Economics		
AREC 342	Water Law, Policy, and Institutions		
AREC 346/ECON 346	Economics of Outdoor Recreation		
AREC 375	Agricultural Law		
AREC 415	International Agricultural Trade		
AREC 419	Commodity Market Trading Experience		
AREC 454/REL 454	Real Estate Appraisal		
AREC 460	Ag- and Resource-Based Economic Development		
AREC 461A	Study Abroad--Italy: Economics of the Renaissance in Modern Italy		
AREC 461B	Study Abroad--Italy: Food and Resource Economics		
AREC 478	Agricultural Policy		
Any Ag Business Analytic courses not chosen in Senior year may also be used in this block.			
Advanced Writing		2	3
Electives			3
	Total Credits		30
Senior			
AREC 428	Agricultural Business Management	4A,4C	3
AREC 492	Senior Seminar in Ag and Resource Management		1
LBM 333C	Livestock Business Engaged Research: Communications		1
LBM 433	Integrated Livestock Business Mgt Workshop	4A,4C	1
Ag Business Analytic Courses - Select two courses from the following:			6
AREC 405	Agricultural Production Management		
AREC 408	Agricultural Finance		
AREC 412	Agricultural Commodities Marketing		
Production System Courses - Select two courses from the following:			6-7
ANEQ 470	Meat Processing Systems		
ANEQ 472	Sheep Systems		
ANEQ 473	Dairy Systems		
ANEQ 474	Swine Systems		
ANEQ 476	Feedlot Systems		
ANEQ 478	Beef Systems		
Remaining Animal Science Electives (see Junior year list):			3
Remaining Ag Business Electives (see Junior year list):			3
Other Business-focused Elective ¹			3
Other Livestock-focused Elective ²			3

Electives ³	0-2
Total Credits	31-32
Program Total Credits:	120

1 Select from upper division courses in AREC, ECON, BUS, MKT, FIN, ACT, MGT, or REL.

2 Select from upper division courses in ANEQ, SOCR, AB, RS, BMS, MIP, LIFE.

3 Select enough elective credits to bring the program total to a minimum of 120 credits, of which at least 42 must be upper-division (300- to 400-level).

<i>Freshman</i>					
Semester 1		Critical	Recommended	AUCC	Credits
ANEQ 101	Food Animal Science	X			4
AREC 192	Orientation to Agricultural and Resource Econ	X			1
AREC 202	Agricultural and Resource Economics (GT-SS1)	X		3C	3
LIFE 102	Attributes of Living Systems (GT-SC1)	X		3A	4
MATH 117	College Algebra in Context I (GT-MA1)	X		1B	1
MATH 118	College Algebra in Context II (GT-MA1)	X		1B	1
MATH 124	Logarithmic and Exponential Functions (GT-MA1)	X		1B	1
Total Credits					15
Semester 2		Critical	Recommended	AUCC	Credits
ANEQ 105	Introduction to Large Animal Anatomy	X			1
Select one course from the following:		X			3-4
BUS 150	Business Computing Concepts and Applications				
CS 110	Personal Computing				
Select one course from the following:					4
CHEM 107	Fundamentals of Chemistry (GT-SC2)	X		3A	
CHEM 111	General Chemistry I (GT-SC2)			3A	
CO 150	College Composition (GT-CO2)	X		1A	3
LBM 133	Introduction to Livestock Business Management	X			1
Diversity, Equity, and Inclusion				1C	3
Total Credits					15-16
<i>Sophomore</i>					
Semester 3		Critical	Recommended	AUCC	Credits
ANEQ 305	Functional Large Animal Physiology	X			3
AREC 310	Agricultural Marketing	X			3
LBM 233	Leadership in the Livestock Industry	X			2
Arts and Humanities			X	3B	3
Historical Perspectives			X	3D	3
Total Credits					14
Semester 4		Critical	Recommended	AUCC	Credits
ACT 205	Fundamentals of Accounting	X			3
ANEQ 328	Foundations in Animal Genetics	X			3
SPCM 200	Public Speaking	X			3
Select one course from the following:		X			3
STAT 201	General Statistics (GT-MA1)			1B	
STAT 301	Introduction to Applied Statistical Methods				
Arts and Humanities			X	3B	3
ANEQ 305 must be completed by the end of Semester 4.		X			
Total Credits					15
<i>Junior</i>					
Semester 5		Critical	Recommended	AUCC	Credits
ANEQ 320	Principles of Animal Nutrition	X		4B	4
AREC 305	Agricultural and Resource Enterprise Analysis	X			3
Animal Science Choice Block (See List in Program Requirements)			X		3
Ag Business Choice Block (See List in Program Requirements)			X		3
Advanced Writing			X	2	3
Total Credits					16
Semester 6		Critical	Recommended	AUCC	Credits
LBM 333A	Livestock Business Engaged Research: Proposal Development	X			1
LBM 333B	Livestock Business Engaged Research: Field Experience	X			1
Animal Science Choice Block (See List in Program Requirements)			X		6
Ag Business Choice Block (See List in Program Requirements)					3

Elective		X			3
AREC 305, AREC 310, ANEQ 310, ANEQ 320, ANEQ 328, SPCM 200, STAT 201 or STAT 301, and Advanced Writing must be completed by the end of Semester 6.		X			
Total Credits					14
Senior					
Semester 7		Critical	Recommended	AUCC	Credits
LBM 333C	Livestock Business Engaged Research: Communications	X			1
Select two Analytic Courses from the following:		X			6
AREC 405	Agricultural Production Management				
AREC 408	Agricultural Finance				
AREC 412	Agricultural Commodities Marketing				
Animal Science Choice Block (See List in Program Requirements):			X		3
Production Systems Choices (See List in Program Requirements):			X		6-7
Total Credits					16-17
Semester 8		Critical	Recommended	AUCC	Credits
AREC 428	Agricultural Business Management	X		4A,4C	3
AREC 492	Senior Seminar in Ag and Resource Management				1
LBM 433	Integrated Livestock Business Mgt Workshop	X		4A,4C	1
Ag Business Choice Block (See List in Program Requirements)			X		3
Other Livestock-focused Elective (See List in Program Requirements):			X		3
Other Business-focused Elective (See List in Program Requirements):			X		3
Electives			X		0-2
The benchmark courses for the 8th semester are the remaining courses in the entire program of study.		X			
Total Credits					14-16
Program Total Credits:					120

			FISCAL YEAR				
			2023	2024	2025	2026	2027
Revenue							
	5	New Tuition Revenue					
	6	Resident Tuition/Year	\$ 12,432.00				
		Non-Res Tuition/Year	\$ 31,712.00				
		# of Resident	10	15	20	25	30
		# of Non Resident	10	15	20	25	30
		# of International	-	-	-	-	-
		Resident Tuition	124,320	192,074	263,782	339,620	419,770
		Non-Resident Tuition	317,120	489,950	672,865	866,314	1,070,764
		Sub total Tuition	441,440	682,025	936,647	1,205,934	1,490,534
		Development					
		Other		-	-	-	-
Total Revenue			441,440	682,025	936,647	1,205,934	1,490,534
Notes and Comments:							
Return on Investment Detail							
		Total Revenue without Differential Tuition	441,440	682,025	936,647	1,205,934	1,490,534
	7	Proposed Department Tuition Sharing %	90%	80%	70%	60%	50%
		Department Revenue from Sharing	397,296	545,620	655,653	723,560	745,267
		Differential Tuition	-	-	-	-	-
		Total Revenue to Program	397,296	545,620	655,653	723,560	745,267
		Subtract Total Expenses	-	-	68,879	264,458	264,458
		Net to Program	397,296	545,620	586,774	459,102	480,809
		University Tuition Sharing %	10%	20%	30%	40%	50%
		University Revenue from Sharing	44,144	136,405	280,994	482,373	745,267
Notes:							
1. When Base salary funds are listed, it is assumed these funds will continue in subsequent years. There is no need to list base funds (or their expansion for salary raises) in years after the request unless <u>additional</u> base funds are being requested. For example, in Year 1, you will list one new faculty FTE under Faculty Salary only in Year 1 (the base addition assumes this FTE will continue in out years). Under "Other", note any estimated proposed start-up costs for the new faculty member in Year 1 (and additional years, as one time funds). For example, a 3-year startup package for a new faculty member in Year 1 valued at \$300,000 would appear as \$100,000 under Years 1, 2, and 3 under "Other", one-time funds.							
2. With graduate students, please show your GRA and GTA stipends and follow university policy for GRA Tuition Premium coverage (1st year, NR GRA's) - use your peer-competitive stipends. For all new GTA positions, please request tuition allotment via the Graduate School and the Provost's Office; GRA positions do not receive tuition allotments.							
3. Each new GRA Salary, Fringe, Resident Tuition, and Tuition Premium will be included in base.							
4. For Operating, equipment, library, facility, and other expenses, only add the new funds required for the year in which the base or 1x funds will be incurred. There is no need to list base funds in years after the request unless additional base or 1x funds are being requested.							
5. On tuition revenue from students, please indicate students as "total in the program". For example, in Year 1, a program may see 5 new students; in Year 2, 5 more added (total = 10); in Year 3, 5 more are added (total 15); and in Year 4, 5 more are added, but 5 graduate (total = 15).							
6. Please see Registrar's website for graduate tuition rates.							
7. If the new program results in revenue, the department percentage of revenue is generally 50% by year 5, though exceptions may be approved. The department percentage of tuition revenue may begin in year one around 90%. The tuition revenue split for year 5 and beyond is 50% to Central Administration and 50% to the Department.							
8. Graduate program budget questions, please contact Vice Provost Mary Stromberger with questions. Undergraduate program budget question, please contact Vice Provost Kelly Long.							
9. Please provide a detailed budget rationale.							

New Academic Program Details

1. Specific Identifiers

- a. Name of Program: **Climate Adaptation and Risk Management**
- b. Degree Type: **Graduate Certificate**
- c. Recommended CIP Code: **30.3501**
- d. College, School, Dept. (all that apply): **Warner College of Natural Resources, Department of Forest & Rangeland Stewardship**

2. Overview of Program:

The online Graduate Certificate in Climate Adaptation and Risk Management (CARMA) provides post-baccalaureate students and professionals from a variety of disciplines with advanced knowledge of adaptive climate change solutions within the context of risk management and social considerations. This online certificate will prepare students with scientifically-based knowledge, tools, methods, theories, and tactics to identify, compare, evaluate, and apply climate-adaptive strategies across a diverse suite of ownerships, rights holders, sectors and land-uses at the local, state, regional, and global levels.

3. Fit With Campus Mission:

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world. This proposed Graduate Certificate in Climate Adaptation and Risk Management aligns with CSU's Climate Reality Pledge (2017), US Department of Energy's Better Climate Challenge (2022), CSU's Academic Master Plan (Themes: Sustainability, Climate, and Resilience; Foster Interdisciplinary and Collaboration), and CSU's Courageous Strategic Transformation (2022 - 2026).

4. Evidence of Need:

There is a growing and critical need for graduate students and professionals to gain credible expertise in climate change science, adaptation approaches, community engagement, and risk management strategies within diverse agencies, ownership groups, and underserved communities across natural and working lands.

This cross-disciplinary certificate addresses climate adaptation planning (e.g., scenario planning, vulnerability assessment, and writing climate adaptation plans); policy development and integration (e.g., public, private, non-profit, rights holders); environmental and social justice (e.g., unequal distribution of ecosystem services); high-risk and historically underserved communities; risk management (e.g., assessments, risk avoidance, resilience, mitigation, restoration, opportunity costs, etc.). This certificate program will fill a significant gap regionally and nationally by providing a robust opportunity for professionals and students to acquire a critical knowledge-base necessary

for them to develop, implement, and evaluate scientifically-sound management and policy solutions.

5. Student Population in Five Years and Profile: Not applicable for graduate certificates

6. Admission Requirements:

Baccalaureate degree in any major; graduate students; professionals

7. Curriculum:

Course List

Code	Title	Credits
ESS 516/NR 516	Climate Justice and Policy	2
ESS 543/ATS 543	Global Climate Change	2
NR 517/NRRT 517	Climate Change Communication and Engagement	2
NR 518	Climate Impacts and Risk Assessments	3
<i>Select one course from the following:</i>		1-4
F 574	Climate Adaptive Forest Management	
FW 579	Wildlife Conservation Policy--Current Events	
NR 501	Leadership and Public Communications	
NR 535	Action for Sustainable Behavior	
NR 678	Advanced Ecological Restoration	
Program Total Credits:		10-13

8. Faculty Resources, Current and Required: Not applicable for graduate certificates

9. Library Resources, Facilities, Eqpt., etc., Current and Required: Not applicable for graduate certificates

10. Overall Budget Summary: Not applicable for graduate certificates

New Academic Program Details

1. Specific Identifiers

- a. Name of Program: **Global Supply Chain Management**
- b. Degree Type: **Graduate Certificate**
- c. Recommended CIP Code: **52.0203**
- d. College, School, Dept. (all that apply): **College of Business, Department of Management**

2. Overview of Program:

The Graduate Certificate in Global Supply Chain Management is designed to develop in students a comprehensive knowledge of global supply chain management (SCM) along with the skills necessary for implementing strategic, efficient, and effective SCM practices. SCM Professionals operate in a dynamic and changing world, managing resources and relationships with suppliers and customers worldwide. Managers are commonly responsible for practices related to managing products, information and cash flows through the global value chain including product development, forecasting demand, managing production and service operations, purchasing materials, order fulfillment, logistics and distribution, returns management, trade compliance, and customer service.

3. Fit With Campus Mission:

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world. The Department of Management in the College of Business focuses on business for a better world and creates leaders and entrepreneurs who contribute to a sustainable and global economy. Management is a rapidly changing field that's crucial to our economy, and supply chain management touches nearly every aspect of our lives, from the complex logistics networks needed to get groceries into our carts to how medicine is distributed and much more.

4. Evidence of Need:

The College of Business Recruiting and Admissions for Graduate Programs group has confirmed that Supply Chain Management has been consistently mentioned by prospective students over the past 3 years as one of the most sought subject areas by organizations and students. Recent challenges to the supply chain have heightened the exposure and exacerbated the need for innovation and supply chain talent.

- A. Demand for SCM talent growing: The increasing trends of demanding consumers, global marketplace and supply, social and environmental pressures, and others have fueled demand for supply chain management professionals. COVID-19 has only heightened the visibility and the need for talent.

- B. Shortage of SCM talent supply: This rapid increase in demand for supply chain management professionals is greatly exceeding current and predicted supply of such professionals. Distribution centers alone have nearly tripled the workforce from 600k to 1.5M since 2010. This trend will continue with the move to online commerce.
- C. Drive regional and global reputation: The college and department are in the position to establish U.S. west-regional prominence in supply chain management education, research, and outreach. Few schools in our region offer strong SCM programs (e.g., coverage of broader SCM areas, research productivity, student competitiveness). CSU is positioned well as one of the top five programs in the U.S. west region.
5. Student Population in Five Years and Profile: Not applicable for graduate certificates
6. Admission Requirements:
 To be considered for admission, applicants must hold a bachelor's degree from an accredited 4-year college or university, with a 3.0 GPA or higher, and must complete a graduate certificate application. International applicants must meet minimum TOEFL or IELTS scores.
7. Curriculum:
 Course List
- | Code | Title | Credits |
|-------------------------------------|---|-------------|
| <i>Required Courses:</i> | | |
| BUS 601 | Quantitative Business Analysis | 2 |
| BUS 650 | Supply Chain Management | 2 |
| MGT 675 | Purchasing and Supply Management | 1 |
| MGT 676 | Service and Production Operations | 1 |
| MGT 677 | Logistics and Distribution | 1 |
| <i>Elective Courses (Choose 1):</i> | | 2-3 |
| BUS 627 | Essentials of Negotiations | |
| GES 520 | Issues in Global Environmental Sustainability | |
| Program Total Credits: | | 9-10 |
8. Faculty Resources, Current and Required: Not applicable for graduate certificates
9. Library Resources, Facilities, Eqpt., etc., Current and Required: Not applicable for graduate certificates
10. Overall Budget Summary: Not applicable for graduate certificates

New Academic Program Details

1. Specific Identifiers

- a. Name of Program: **Political Economy**
- b. Degree Type: **Graduate Certificate**
- c. Recommended CIP Code: **45.1004**
- d. College, School, Dept. (all that apply): **College of Liberal Arts, Department of Political Science**

2. Overview of Program:

This certificate provides students with the requisite knowledge and skills to engage in political economy research across the social sciences and humanities. The program that currently exists at Colorado State University (CSU), *the Political Economy Graduate Interdisciplinary Studies Program*, is in the process of being deactivated. The intent of this proposal is to create a program with updated required and elective courses and to provide graduate students with a formal credential for completing the program. More broadly, this certificate program offers graduate students the opportunity to gain broad and diverse expertise in political economy through interdisciplinary coursework across different departments in CLA.

3. Fit With Campus Mission:

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States and the world. Social scientists and humanities scholars are increasingly called upon to explain the complex relationship between political, cultural, institutional, and economic forces that are shaping our society and environment. This certificate program provides an opportunity for students to expand their knowledge on political economy from an interdisciplinary perspective.

4. Evidence of Need:

Graduate students in CLA and other colleges at CSU are interested in this interdisciplinary subfield, and this certificate program provides the requisite coursework to enhance their understanding of this perspective and how to apply it in their research. More importantly, this certificate program will prepare graduate students for several vocational fields including policy analysis, development, sustainability, and management.

This certificate program was created to meet the demand among graduate students for learning about political economy across academic fields. Graduate students have increasingly requested courses and training across the different approaches to political economy. However, most graduate programs do not provide an interdisciplinary specialization or program in this area.

5. Student Population in Five Years and Profile: Not applicable for graduate certificates

6. Admission Requirements:

Students currently enrolled in a graduate program at CSU; Non-degree/guest students may complete the Certificate provided they have a four-year undergraduate degree from a recognized and accredited university that meets the criteria for admission to the Certificate established by CSU and the Certificate.

7. Curriculum:

Course List

Code	Title	Credits
<i>Core Courses (Must complete nine (9) credits in three (3) different departments. Additional core credits can satisfy elective credits.)</i>		9
ANTH 520	Women, Health, and Culture	
ANTH 548	Theoretical Topics in Cultural Anthropology	
ECON 505	History of Economic Thought	
ECON 771	Political Economy of Race and Gender	
JTC 570	Political Economy of Global Media	
POLS 532	Governance of the World Political Economy	
POLS 541	Political Economy of Change and Development	
SOC 667	Theories of State, Economy, and Society	
SOC 669	Global Inequality and Change	
SPCM 647	Media Industries	
<i>Elective Courses (Any six (6) credits from the following 3-credit courses)</i>		6
ANTH 521	Gender, Sexuality, and Culture	
ANTH 530	Human-Environment Interactions	
ANTH 538	Food, Hunger, and Culture	
ANTH 540	Medical Anthropology	
ANTH 551	Historical Archaeology	
ANTH 553	Archaeology of Complex Societies	
ANTH 571	Anthropology and Global Health	
ECON 640	International Trade Theory	
ECON 705	Heterodox Approaches to Economics	
ECON 772	Marxian Political Economy	
POLS 670	Politics of Environment and Sustainability	
POLS 672	Power, Justice, and Democracy	
POLS 739	International Environmental Politics	
SOC 502	Foundations of Theoretical Sociology	
SOC 564	Environmental Justice	
SOC 630	Social Stratification	

Course List

Code	Title	Credits
<u>SOC 666</u>	Globalization and Socioeconomic Restructuring	
<u>SOC 668</u>	Environmental Sociology	
<u>SPCM 508</u>	Deliberative Theory and Practice	
<u>SPCM 634</u>	Communication and Cultural Diversity	
<u>SPCM 792A</u>	Seminar: Rhetoric and Civic Engagement	
Program Total Credits:		15

8. Faculty Resources, Current and Required: Not applicable for graduate certificates
9. Library Resources, Facilities, Eqpt., etc., Current and Required: Not applicable for graduate certificates
10. Overall Budget Summary: Not applicable for graduate certificates

Discontinued Academic Program Details

1. Specific Identifiers

- a. Name of Program: **Political Economy**
- b. Degree Type: **Graduate Interdisciplinary Studies Program**
- c. CIP Code: n/a
- d. College, School, Dept. (all that apply): **Intra-University**

2. Brief History of Program:

The Political Economy Graduate Interdisciplinary Studies Program was created as a central approach across all the social sciences. This program allowed faculty to pool resources in order to offer graduate students an opportunity to be trained broadly on this important perspective.

The Political Economy Graduate Interdisciplinary Studies Program that currently exists at Colorado State University (CSU) is being deactivated and replaced with the *Graduate Certificate in Political Economy*. The intent is to create a program with updated required and elective courses and to provide graduate students with a formal credential for completing the program.

3. Provisions for Accommodating Currently Enrolled Students:

Fall 2023 is the last term students may be admitted to the program. Spring 2025 is the last term students can complete the program.

MATTERS FOR CONSENT:

Updated Degree Program Title: Organizational Leadership

RECOMMENDED ACTION:

MOVED, that the CSU Board of Governors approve the request from the CSU Pueblo Division of Extended Studies to update the title of our existing Bachelor of Applied Science in Leadership & Organizational Management to a Bachelor of Applied Science in Organizational Leadership. If approved, this new degree title will be effective in Fall 2023.

EXPLANATION:

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

This is a retitling of the Leadership & Organizational Management BAS Program to better align with the structure of the degree. Curriculum of required courses has not been changed. This program is an online only program designed to allow students from any discipline who have completed an associate's degree, but never completed a bachelor's degree, the ability to come complete their BAS in a business discipline utilizing the credits they have earned to date. This program targets students who started college but never finished.

Specific Identifiers

- a. Name of Major/Program: **Organizational Leadership**
- b. Degree type: **Bachelor of Applied Science (BAS)**
- c. Recommended CIP code: **52.0213**
- d. College/School/Dept. **Division of Extended Studies**

Board of Governors of the Colorado State University System
Meeting Date: May 4-5, 2023
Consent Item

MATTERS FOR ACTION:

CSU-Fort Collins 2022-2023 Academic Faculty and Administrative Professional Manual Revisions: Preface

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Preface

EXPLANATION:

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

It has always been the case that state or federal regulations and Board policy override the Manual. The new language states this policy and makes it clear that a conflict with one part of the Manual does not invalidate the entire Manual.

NOTE: Revisions are noted in the following manner:
Additions - underlined Deletions - ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2022-2023

PREFACE (*last revised December 6, 2018*)

The *Academic Faculty and Administrative Professional Manual* (hereinafter referred to as “*Manual*”) contains policies and procedures that apply to faculty members and administrative professionals employed at Colorado State University. It is the document that formally captures the shared understanding of the cooperative compact among the Board of Governors of the Colorado State University System (hereinafter referred to as “the Board”)*, the University administration, the faculty, and the administrative professionals that is used to effectively manage our institution.

As an academic community, Colorado State University embraces certain foundational principles that guide our behaviors. Foremost among these is academic freedom for the faculty, a longstanding cornerstone of public higher education in our country. Academic freedom is the freedom of the faculty to discuss all relevant matters in the classroom, to explore all avenues of scholarship, research, and creative expression, to speak or write on matters of public concern as well as on matters related to professional duties and the functioning of the University. These freedoms come with responsibilities; faculty are expected to follow professional standards for discourse and publication, to indicate when speaking on matters of public interest that they are not speaking on behalf of the institution, and to conduct themselves in a civil and professional manner consistent with the normal functioning of the University.

For these reasons, this *Manual* is an important component of our institutional structure. Please become familiar with the policies of the University, and keep this *Manual* conveniently available for reference. The policies and procedures contained in this *Manual* may be amended at any time, consistent with the procedures within this *Manual*. Faculty members and administrative professionals are advised to consult the Faculty Council website (<http://www.facultycouncil.colostate.edu>) for the most current version of the *Manual* approved by the Board. If you believe that the policies and procedures outlined in this *Manual* are not being followed, you should notify the Faculty Council Office. If you are an administrative professional, you should also notify the Chair of the Administrative Professional Council.

As part of the governance structure of the University, the Board has delegated certain personnel powers to the President, and the President has further delegated certain of these personnel powers to other officers of the University (see Section B.1.4). All references in this *Manual* to the authority of the Board and/or the President shall be deemed to include such delegations. However, the Board may, from time to time, elect to exercise any personnel power delegated to the President (and which may have been further delegated to other officers of the University.)

~~Unless a proposed~~ Any change or addition to this *Manual* ~~is necessitated by action of the Board or the Colorado General Assembly,~~ it must be approved by the Faculty Council prior to submission to the Board in accordance with the procedure in Section C.2.2.e and Section H of this *Manual*. ~~Because~~ Since the *Manual* governs both Faculty and Administrative Professionals, any change or addition shall follow the process in Section H and reflect the equitable partnership between these two groups.

If a portion of this *Manual* conflicts with federal or state regulations or Board policy, then that portion shall be invalid and unenforceable. However, such a portion shall be fully severable, and the rest of this *Manual* shall remain in full force and effect.

All financial commitments and financial obligations of Colorado State University and the Board contained in this *Manual* are contingent upon the availability of State funds and are subject to Article XI, Sections 1 and 3 of the Constitution of the State of Colorado. Thus, commitment of employment beyond the current fiscal year is contingent upon sufficient appropriations of funds from the State Legislature. Such commitment without that contingency would be an unconstitutional pledge against the credit of the State made without spending authorization of the Colorado General Assembly. See Section E.16 of this *Manual* for the policy regarding Financial Exigency.

Offices of the Provost and Faculty Council
Colorado State University – December 2018

*Effective August 8, 2002, the State Board of Agriculture name was changed to the Board of Governors of the Colorado State University System. All references to the State Board of Agriculture found in this *Manual* shall be deemed to refer to the Board of Governors of the Colorado State University System (referred to as “the Board”).

Board of Governors of the Colorado State University System
Meeting Date: May 4-5, 2023
Consent Item

MATTERS FOR ACTION:

CSU-Fort Collins 2022-2023 Academic Faculty and Administrative Professional Manual Revisions: Section C.2.1.3.1 Elected Members

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section C.2.1.3.1 Elected Members

EXPLANATION:

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

Contract and continuing faculty (CCAF) who do not belong to an academic department nor to the Libraries currently have no representation on Faculty Council. Examples of non-represented CCAF are those with appointments in the Honors Program, Programs for Learning Academic and Community English (PLACE), Special Academic Units (SAUs) and the Graduate School. The proposed addition of new CCAF non-academic unit representative(s) would give these contract and continuing faculty, as nearly as practical, the same proportional representation on Faculty Council as exists in the academic departments and the Libraries.

NOTE: Revisions are noted in the following manner:
Additions - underlined Deletions - ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2022-2023

C.2.1.3.1 Elected Members (~~last revised February 5, 2021~~ last revised xxx)

Each academic department and the Libraries shall elect one (1) representative. An additional number of representatives, equal approximately to 45% of the number of academic departments and the Libraries, shall be elected at large by and from the colleges and the Libraries as required to achieve, as nearly as practical, membership proportional to the number of full-time, part-time, and transitional tenure track, tenured, contract, and continuing faculty members in the colleges and Libraries. In addition, contract and continuing faculty members who do not belong to an academic department or to the Libraries shall elect non-academic unit representative(s) as required to achieve, as nearly as practical, the same proportional representation as that in the academic departments and the Libraries.

All faculty representatives to the Faculty Council shall hold full-time, part-time, or transitional tenure track, tenured, contract or continuing appointments and shall not hold an administrative appointment of more than half-time (0.5) at the level of assistant/associate dean or above. A faculty representative to the Faculty Council who becomes ineligible shall cease to hold this position.

MATTERS FOR ACTION:

CSU-Fort Collins 2022-2023 Academic Faculty and Administrative Professional Manual Revisions: Section E.10.5 Procedures for the Granting of Tenure

RECOMMENDED ACTION:

MOVED, that the Board of Governors approve the proposed revisions to the Colorado State University Academic Faculty and Administrative Professional Manual, Section E.10.5 Procedures for the Granting of Tenure

EXPLANATION:

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

None of these changes are a change to the current policy. They are simply clarifications of the existing policy.

It has always been university policy that a presidential faculty tenure decision is final. However, this is not stated explicitly in the Manual, and there has been a misunderstanding of this policy in at least one recent case. Faculty who may be eligible to apply in a future year need to understand this policy in order to make an informed decision regarding withdrawal of an early application for tenure if it is unlikely to be approved.

NOTE: Revisions are noted in the following manner:
Additions - underlined Deletions - ~~overseored~~

ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL MANUAL
REVISIONS AND ADDITIONS – 2022-2023

Section E.10.5 Procedures for the Granting of Tenure *(last revised December 3, 2021)*

When the President has ruled on a recommendation relating to tenure for a faculty member, the faculty member shall be notified promptly in writing of the action taken. If the decision of the President is to deny the application for tenure, that decision is final, and the tenure-track appointment of the faculty member shall be allowed to expire without any future renewals. However, this does not prevent the candidate from being hired by the University in another capacity.

At any time before the final decision by the President, the faculty member may withdraw their application for tenure. In particular, once the Provost has made their recommendation to the President and the faculty member has been notified of this recommendation, the faculty member shall have ten (10) working days to withdraw their application for tenure by submitting a withdrawal request to the Provost. If the application for tenure is withdrawn before the final decision by the President, then the faculty member may apply for tenure again in a later application cycle if sufficient time remains in their probationary period. If the tenure application is not withdrawn before the final decision by the President, then the decision of the President is final.



Academic and Student Affairs Committee

Agenda: Page 221

Board of Governors Regular Meeting – May 2023

Roze Hentschell, Interim Chief Academic Officer



Contents

- New Degree Programs, CSU & CSUP
- Faculty Manual Changes, CSU
- System Collaboration
- Provosts' Updates



CSU New Academic Programs



Associate of General Studies Degree (page 223)

- In response to HB 21-1330 and the Colorado Re-engage initiative (CORE)
- Gives statutory authority to 4-year institutions to offer associate degrees retroactively to students who have stopped out prior to graduation
- Students:
 - Must have earned at least 70 credits without completing a bachelors degree
 - Cannot have earned 15 or more credits from a CO community college
 - Must be stopped-out (unenrolled) for at least 2 consecutive semesters
 - Must have stopped out within the last 10 years
 - Must have completed GE requirements for AGS as defined by CO Department of Higher Education
 - Must opt into the Program
- The state is coordinating with Higher Learning Commission to handle a broad statewide effort on this initiative for accreditation updates
- Funding from state for administrating implementation (\$26K award)

CSU New Undergraduate Program



Major in Livestock Business Management

- Residential Instruction B.S. offered jointly through the Department of Agriculture and Resource Economics and the Department of Animal Sciences in the College of Agriculture
- Develops decision-making, communication, and practical management skills to prepare graduates to be effective leaders and agents within the livestock industry
- Coursework provides understanding of biological processes and management opportunities in livestock systems and analytical and managerial principles in agricultural businesses
- Develops leadership skills to prepare graduates to work within the industry and be effective in representing the industry and bringing broader social issues to the forefront
- Unique program in Colorado that integrates disciplinary tools and skills in an experiential framework
- Demand on part of employers and industry partners

CSU New Graduate Certificate



Graduate Certificate in Climate Adaptation and Risk Management

- Offered by the Department of Forest & Rangeland Stewardship in the Warner College of Natural Resources (offered only online, 10-13 credits)
- Provides advanced knowledge of adaptive climate change solutions within the context of risk management and social considerations
- Prepares students with knowledge and tools to identify, compare, evaluate, and apply climate-adaptive strategies across a diverse suite of ownerships, rights holders, sectors and land-uses at the local, state, regional, and global levels
- Will fill a significant gap regionally and nationally by providing students the critical knowledge-base necessary for them to develop, implement, and evaluate scientifically-sound management and policy solutions

CSU New Graduate Certificate



Graduate Certificate in Global Supply Chain Management

- Offered by the Department of Management in the College of Business (offered through residential and online instruction, 9-10 credits)
- Develops comprehensive knowledge of global supply chain management (SCM) along with the skills necessary for implementing strategic, efficient, and effective SCM practices
- One of the most sought after areas of expertise by employers as well as students, which has been

CSU Graduate Certificate



Graduate Certificate in Political Economy

Offered by the Department Political Science in the College of Liberal Arts (offered through residential instruction, 15 credits). Replaces a non-credentialed program, with updated curriculum

- Provides students with the knowledge and skills to engage in political economy research, interdisciplinary branch of social sciences that focuses on interrelationships between political, social, and economic systems
- Courses from six CLA departments, meeting graduate student demand for more interdisciplinary approaches and cross-department collaboration

Deactivated Academic Program:

Political Economy Graduate Interdisciplinary Degree (page ##)

- Similarly structured set of courses that did not lead to a formal, transcriptable credential

CSU Pueblo Updated Program Title



Bachelor of Applied Science in Organizational Leadership

- Updates the title of existing Bachelor of Applied Science in *Leadership & Organizational Management* to a Bachelor of Applied Science in *Organizational Leadership*
- Offered through the Division of Extended Studies as an online-only degree targeted at students who have completed an associate's degree, but never completed a bachelor's
- Title aligns better with the structure and curriculum of



Preface Adds language to preface clarifying policy that state or federal regulations and Board policy override the Manual

- New language makes it clear that a conflict with one part of the Manual does not invalidate the entire Manual

C.2.1.3.1 Elected Members

Contract and continuing faculty (CCAF) who do not belong to an academic department nor to the Libraries currently have no representation on Faculty Council

- Examples of non-represented CCAF are those with appointments in the Honors Program, Programs for Learning Academic and Community English, Special Academic Units, and the Graduate School
- The proposed addition of new CCAF non-academic unit representative(s) would give these faculty, as nearly as practical, the same proportional representation on Faculty Council as exists in the academic departments and the Libraries

CSU Faculty and Administration Professional Manual Changes



E.10.5 Procedures for the Granting of Tenure

- It has always been university policy that a presidential faculty tenure decision is final. However, this is not stated explicitly in the Manual, and there has been a misunderstanding of this policy in at least one recent case.
- Faculty who may be eligible to apply in a future year need to understand this policy in order to make an informed decision regarding withdrawal of an early application for tenure if it is unlikely to be approved.
- None of these changes are a change to the current policy. They are simply clarifications of the existing policy.

System Collaboration (page 264)

- Student Success
- Admissions
- Dual/Concurrent Enrollment

System Academic Affairs News

- NASH Equity Action intensive Grant



Provosts' Updates

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



1. Enrollment/Access

Fall 2022 first year class

2. Program Development/ Innovations

Academic Master Plan

3. Top of Mind

A lot

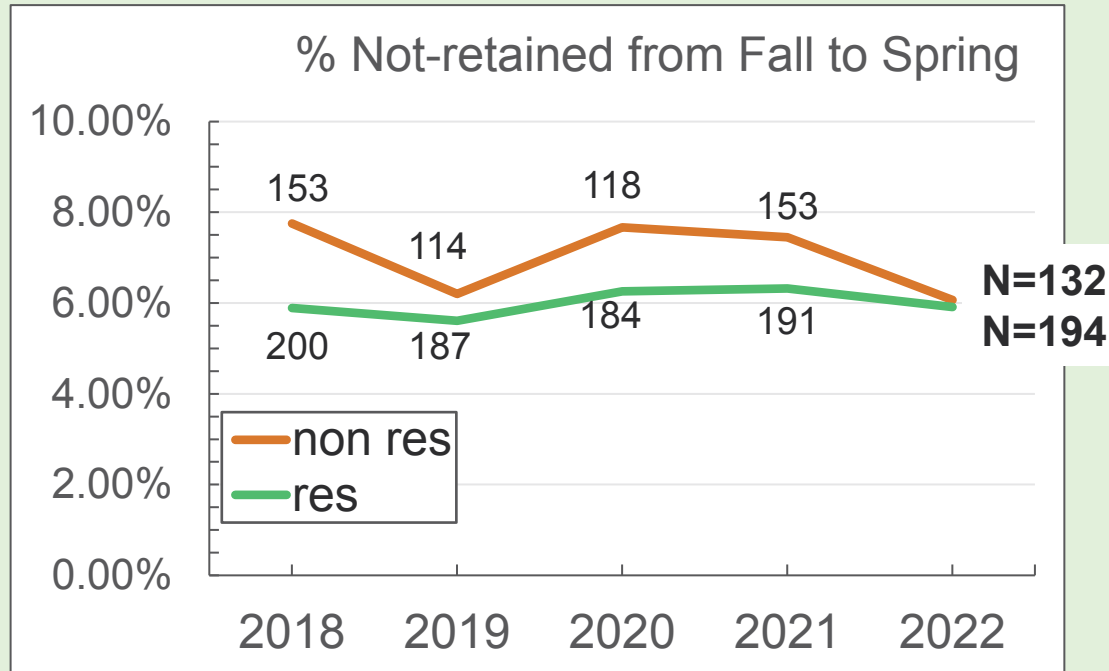
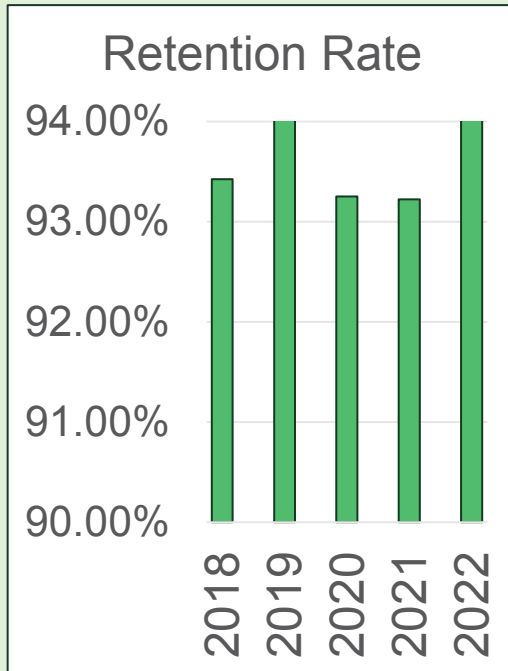


**Report to the Board of Governors
CSU Fort Collins | May 2023**

1. Fall 2022 First Year Class -- Status

Largest incoming class = 5,458 (60% Res); post-COVID; Best Western

Fall 22 to Spring 23 Retention Rate



	F 22	Spr 23
Res	3284	3090
NRes	2174	2042
	5458	5132

<u>Spring Retention</u>	
Overall:	94%
Rural	94.2%
RM	93.3%
SRS	92.2%
First Gen	91.2%
Pell:	90.4%
Hotel	90.2%

2. Academic Master Plan Activities

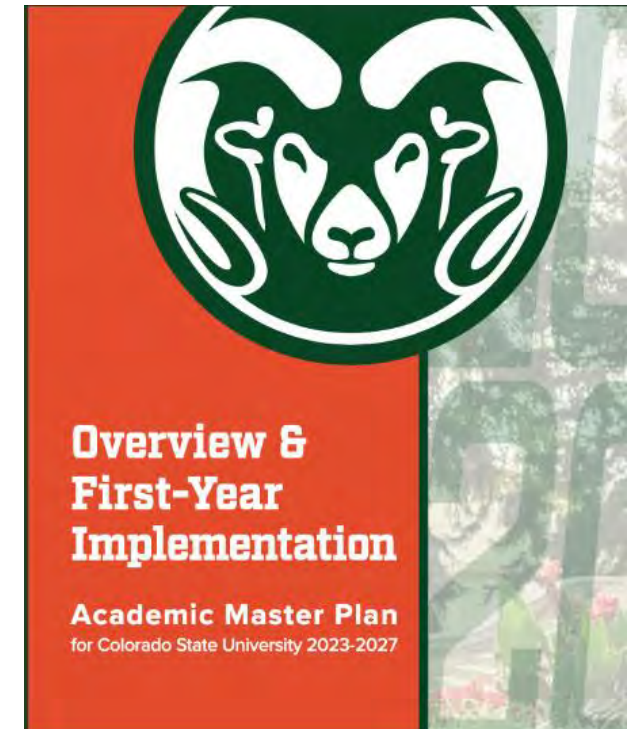
Cultivate
Diversity &
Inclusion

Promote Flexible
Degree Programs

Foster
Interdisciplinarity
& Collaboration

Advance
Academic
Themes

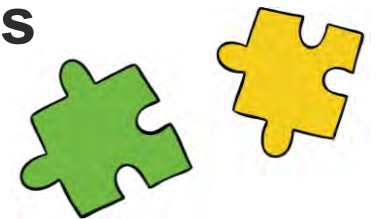
- **Student Success Initiatives**
MURALS, United in STEMM, IU172
- **Undergraduate Certificate Programs**
- **Post-doc Program w/ Adams State & discussions with CSU Pueblo**
- **Accelerated Addictions Counseling Program w/ Northeastern Junior College**
- **Associate of General Studies Degree Colorado Re-Engaged (CORE) Initiative**
- **Behavioral & Mental Health Summit**
- **Provost Ethics Colloquium on ChatGPT**



3. TOP OF MIND



- **Employee Compensation & Retention**
- **Budget Models**
- **Equity in Admissions**
- **Transfer Students (+ CC pipelines)**
- **Rural Colorado Initiatives; Strengthening Relationships**
- **Interdisciplinary Degrees**





COLORADO STATE UNIVERSITY
PUEBLO

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

Elevating the Graduate School

- Streamline processes in partnership with Enrollment Management
- NEW student, faculty, and program support services
- Create and implement a Communication Plan
- Create partnerships (pipelines and employers)
- External funding (currently \$8-million under review)
- Alumni Relationships in partnership with Operations and Advancement



Graduate School
COLORADO STATE UNIVERSITY PUEBLO



Program Development: 3+2

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

Leveraging Existing Programs to Grow Graduate Enrollment

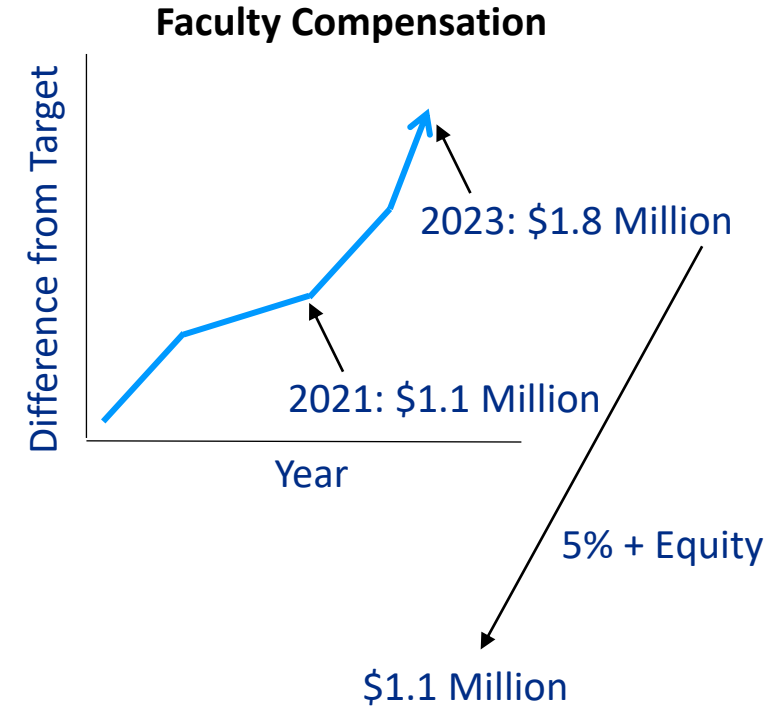
- Launching 2 new 3+2 programs Fall 2023
 - School of Health Sciences and Human Movement + School of Education = Physical Education/Health Education (BS + MEd)
 - School of Health Sciences and Human Movement + Hasan School of Business = Health Science/Healthcare Administration (BS + MBA)



Top of Mind - Compensation

By the Number\$

- Faculty Compensation Committee – Target Salary Model
 - Benchmarked against CUPA data
 - Addresses faculty rank and time in rank
- Administrative Professionals – Institutional Research
 - Benchmarked against CUPA data
 - Resources to reach target ~\$850K





CSU GLOBAL

Board of Governors Report

Dr. Becky Takeda-Tinker, President

Enrollment and Access

- **Enrollment Marketing Strategy:** Due to increased competition and reductions in student demand, CSU Global's Google Search campaign costs increased by as much as 50% for related keyword campaigns
 - CSU Global responded by improving creative assets to increase click-through rates and identified additional emerging geographic market targets to enter into, which have **increased organic lead volume by 52% YoY**
- **Enrollment Conversion Strategy:** Due to increased competition in the online marketplace, CSU Global noticed challenges in lead-to-application and application-to-enroll rates
 - In FY23, CSU Global eliminated the application fee to encourage application, which **increased applications by 38% YoY**
 - Targeted training for Enrollment Counselors on supporting students from incomplete application stage through to admission has led to an **increase in the average lead-to-admit conversion rate from 8.5% in December through February to 11.1%** in March.
 - In March, CSU Global introduced a **free electronic textbook campaign, new student success webinars, and increased faculty outreach** to encourage admitted students to register for and stay in class.
 - With improved management practices, CSU Global has seen success in achieving a **90-day lead-to-student conversion rate of 6%, and a further improvement to over 8% in the month of March** (note: industry benchmark is 5%, which has been exceeded each month in FY23).
 - All of the above efforts have contributed to a **12% YoY increase in new student enrollment for the March term start**

Program Development & Pedagogical Innovation

*CSU Global's Mission is to Facilitate Academic
& Workforce Success for Nontraditional Learners*

- **Updating and revising all CSU Global courses to ensure workplace relevancy**
 - Reinstating identification of programmatic courses that align with industry certification exams, CSU Global badges and certificates, and industry tools
 - Resume-ready assignments
 - Reinstating focus on workplace-based skills in General Education courses
- **Ensuring academic program relevancy for CSU Global's mission-achievement, and aligned with university operations and expectations**
 - Low Program Enrollment Process & Policy
 - Apprenticeship-Internship Collegiate Credit Process & Policy
- **Completing the Data Warehouse for consistency and university-wide access to facilitate student engagement and success**

Other Updates

- Interim Provost Search has been initiated
 - Registrar's Office, Lead Program Directors, Part-time Faculty, Curriculum Development
 - 4-days a week in CSU Global's Aurora Office + 1 remote day working alongside CSU Global president
- CSU Global Values - with support of the staff & faculty, added back Accountability & Integrity
- Submission to CDHE for COSI May Board Mtg. to get back HB21-1330 COSI funds (\$293.5k) that were returned in February 2023
- Reinstated faculty leadership roles, student-facing Operations Committee, alternative credit reviews managed by the Registrar's Office with Program Director and Lead PD support
- Re-formatting CSU Global Direct one-off course page

QUESTIONS?



CSU SYSTEM
COLORADO STATE UNIVERSITY



Section 10

Annual Alumni Reports

- Colorado State University – Pueblo – Donna Souder Hodge, VP Advancement and Operations
- Colorado State University – Kristi Bohlender, Executive Director
- Colorado State University Global Campus – Becky Takeda Tinker, President

2023 ALUMNI REPORT



COLORADO STATE UNIVERSITY PUEBLO
Operations & Advancement

CONTENTS.

ENGAGING OUR ALUMNI

- 01. ENGAGEMENT**
- 02. ELEVATING APPEAL**
- 03. MOVING FORWARD**

01. ENGAGEMENT

Pueblo Alumni Focus

- Alumni Board
- Athletics
- Community
- Campus Presence

Metro Denver & National Alumni Focus

- National Communication
- CSU System Engagement
 - CSU Spur
 - CSU Impact (O)





ENGAGEMENT 01.

Community Engagement Coordinator

- Hired December 2022
- Part of MCCR
- Goals of this position in Pueblo
- Point Person for Community Focused Events
 - Colorado State Fair
 - Chile & Frijoles Festival
 - Local NGO Support
- Support for Athletics, External Events, and Alumni Relations

02. ELEVATING APPEAL

State Fair & Alumni Event

- Organized participation in the Colorado State Fair and Fiesta Day parades, with over 500 staff, students, alumni and community volunteers representing CSU Pueblo.
- Alumni Night at the Colorado State Fair boasted a record 160 in attendance and revenues totaling over \$1,300. Advancement team members gave away rodeo and concert tickets and food was sponsored by CSU Pueblo Auxiliary Services and Aladdin Campus Dining.

Homecoming and Distinguished Alumni

- Alumni relations hosted the annual homecoming weekend celebration featuring multiple events done in partnership with several academic units.
- Partnered with CSU Pueblo Foundation to host 75 people for the Distinguished Young Alumni Awards event.
- Over 300 in attendance for CSU Pueblo Homecoming Alumni Tailgate.

Athletics Engagement

- Alumni relations and athletics have hosted four CSU Pueblo football tailgates with over 600+ alumni and friends in attendance.
- Constructed communication plan and outreach to all CSU Pueblo Alumni regarding Football & Soccer playoff games.
- Hosted watch party at Da Brix to support CSU Pueblo Men's Soccer semi final and final games.

Metro Denver Alumni Events

- The Denver Advancement team, in coordination with CSU Pueblo Admissions, hosted the the first "New Student Send-Off" at Denver's Fuel and Iron (a new university partner). More than 40 students and family members attended and were welcomed by University leadership, including Cabinet members and CSU Pueblo Advancement.
- The Denver Advancement team also hosted the first-ever Denver Metro Alumni Night at CSU SPUR on October 19. Over 20 Donors, friends, community partners, and CSU Pueblo alums (who graduated as far back as 1969) were in attendance.

03. MOVING FORWARD

- **Alumni Needs**

- National Alumni Career Mobility survey informed and established first-step information gathering
- Detailed, updated, relevant Alumni database

- **Grow Current Opportunities**

- Give Day, Homecoming, Athletic Events, Recruiting in Denver and beyond

- **Implementation of New Opportunities**

- Lifelong Learning
- Career Services, expanded networks
- Alumni Networking Opportunities
 - Example: Graduate School Panel Event

MOVING FORWARD 04

Proposed Re-Structure

- Pueblo-based Alumni Manager
 - Hosted in CSU Pueblo Foundation
 - Oversight of Alumni Board, Gives Day, On Campus Events including Athletics
- Metro Denver & National
 - Hosted in Metro Denver Advancement
 - Lifelong Learning Opportunities, Individual Outreach, Events outside of Pueblo
- Strengthen Partnership between CSU Pueblo Foundation and University



Colorado State University

Alumni Engagement

May 2023



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY

CSU Alumni Association

The Alumni Association was formed in 1884 by our first three graduates.

Our mission is to advance the institution by developing and strengthening lifelong relationships between alumni and the University.

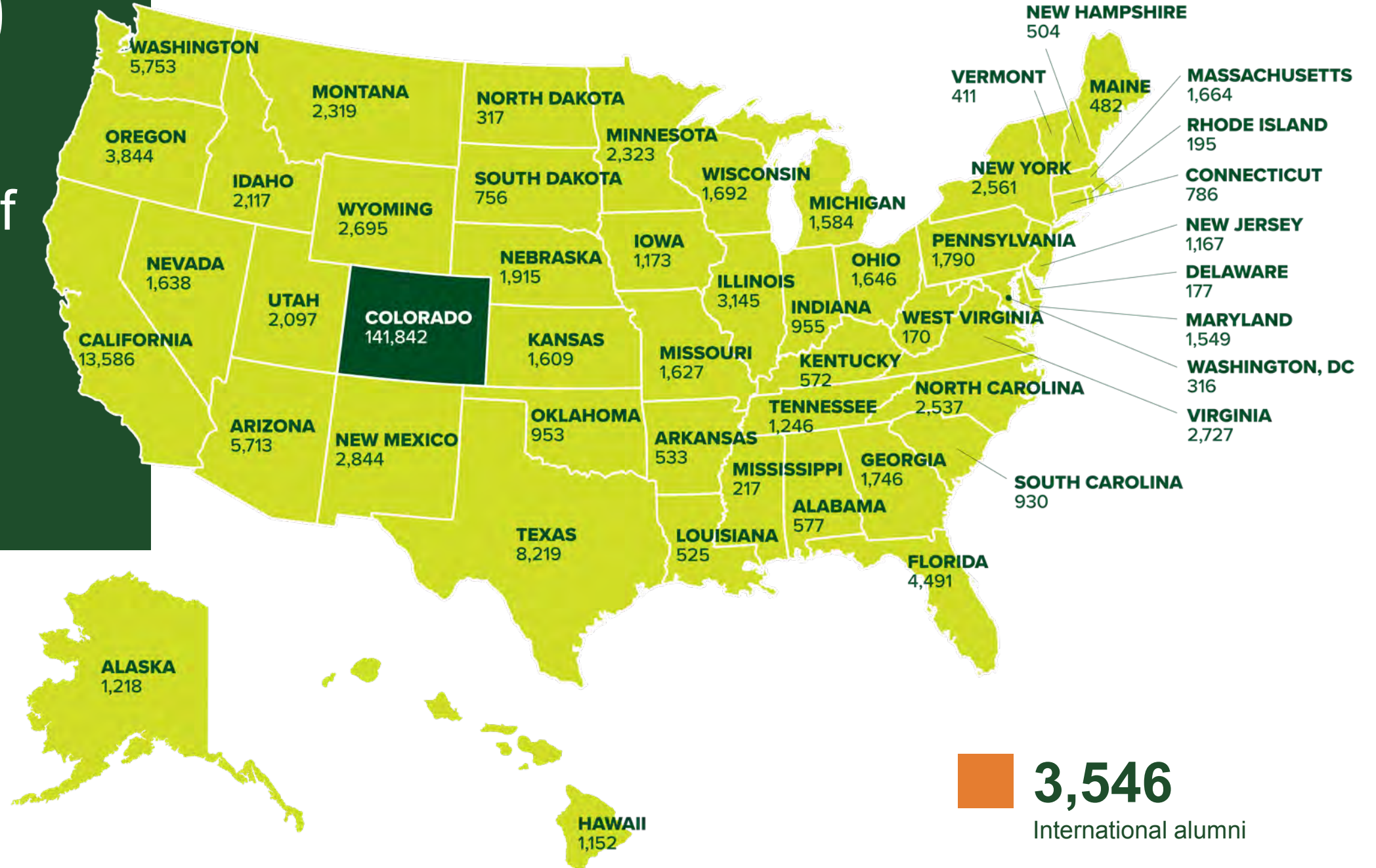


ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



252,619

Living alumni of Colorado State University

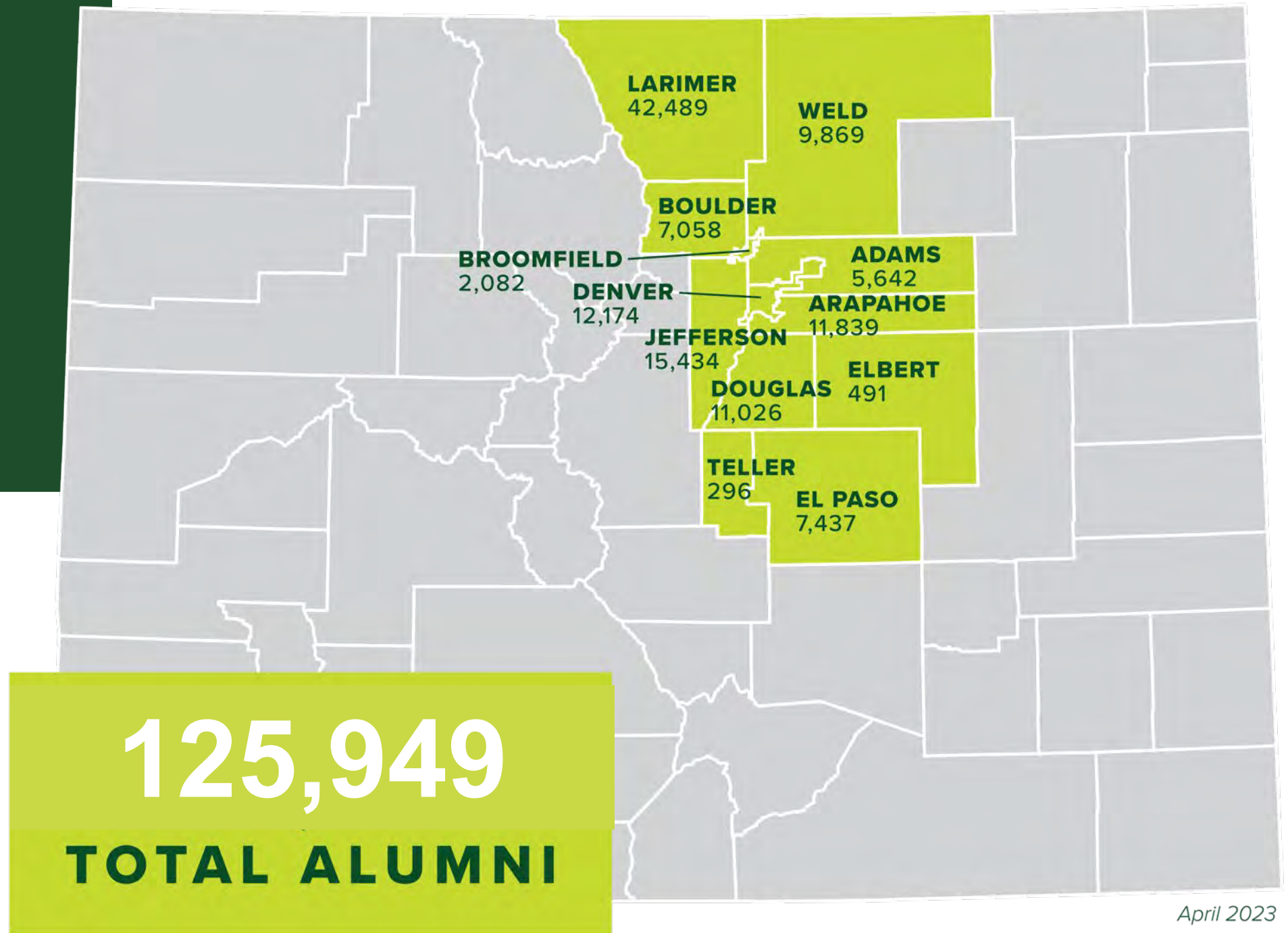


3,546
International alumni

April 2023

Colorado State University Alumni Association

Alumni on the Front Range



125,949
TOTAL ALUMNI

April 2023



What is important to our alumni?

Traditions

Relationships

Involvement

Outreach

Community

Keeper of Traditions



Old Main Bell



Comatose the Cannon



Painting the "A"



CAM the Ram | Ram Handlers



Homecoming and Family Weekend



I Love CSU Day April 18

Our Animal Ambassador Since **1954**



CAM the Ram

CAM Care Team partner representatives from:

- Alumni Association
- College of Agricultural Sciences
- College of Natural Sciences
- College of Veterinary Medicine and Biomedical Sciences
- Vice President for Research

Attends \approx **60** Events Annually

17-20 Student volunteer
Ram Handlers,
Representing all **8** colleges

Engagement



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



Alumni Engagement Channels

- Denver, Fort Collins, Front Range engagement
- Regional and National engagement
- Volunteer opportunities
- Student programming
- Career services
- Communications
- Iris and Michael Smith Alumni Center
- Membership
- License plates program
- Regalia program



Program Tracts

- Ram Meetups
- Career/Professional Development
- Student programming
- Young Alumni Series
- Monthly Alumni Night Out Series
- Home and away game tailgates and other Athletics events
- Campus partnerships
- Rams for Diversity and affinity groups
- Member exclusive opportunities
- Signature events

Campus Partnerships



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY

Campus Partnerships

165+ campus partnerships yearly through event and program collaboration, volunteer support, communications, and participation in campus initiatives and special projects.

■ We partner with all **8 colleges**, numerous departments and units across campus, **CSU Spur**, and several community entities throughout the year.



Most frequent collaborators:

Office of Engagement & Extension

Admissions

Career Center

Division of Student Affairs

Marketing and Communications

Regional and National Travel



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY

Where do we go?

Factors that influence our strategy in determining locations to host alumni events:

- Alumni population
- Alumni engagement
- Travel with the football team and most postseason athletics events
- Collaboration with campus partners and the President's Office
- Partnerships with national events such as Rams at Rockies Spring Training





Who is invited?

- All area alumni
- Parents and families of current students
- Donors
- Friends of the University



Everyone is welcome

- No alumni status necessary
- Free for everyone
- Public, inclusive settings
- Partner with alumni-owned or managed businesses in the area

On the 2023 Schedule



Regional

- Pueblo
- Burlington
- Montrose
- Sterling
- Longmont
- Broomfield
- Fort Morgan
- Yuma
- Steamboat Springs
- Grand Junction
- Greeley
- Loveland
- Boulder

National

- Orange County / Los Angeles, CA
- Scottsdale, AZ
- Anchorage, AK
- Washington D.C.
- Memphis / Nashville / Murfreesboro, TN
- Salt Lake City / Logan, UT
- Las Vegas, NV
- Laramie / Cheyenne, WY
- Hawaii

Additionally, we have a dedicated, comprehensive strategy that covers the Front Range – from Denver to Fort Collins

What we share

- Research highlights
- Student success/enrollment
- Current pride points of CSU
- Philanthropy
- New facilities
- CSU Alumni Association updates
- Membership
- Ways to connect and engage
- Athletics
- What's new in Fort Collins



Volunteers



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



Volunteer Engagement

341

Total volunteers

71%

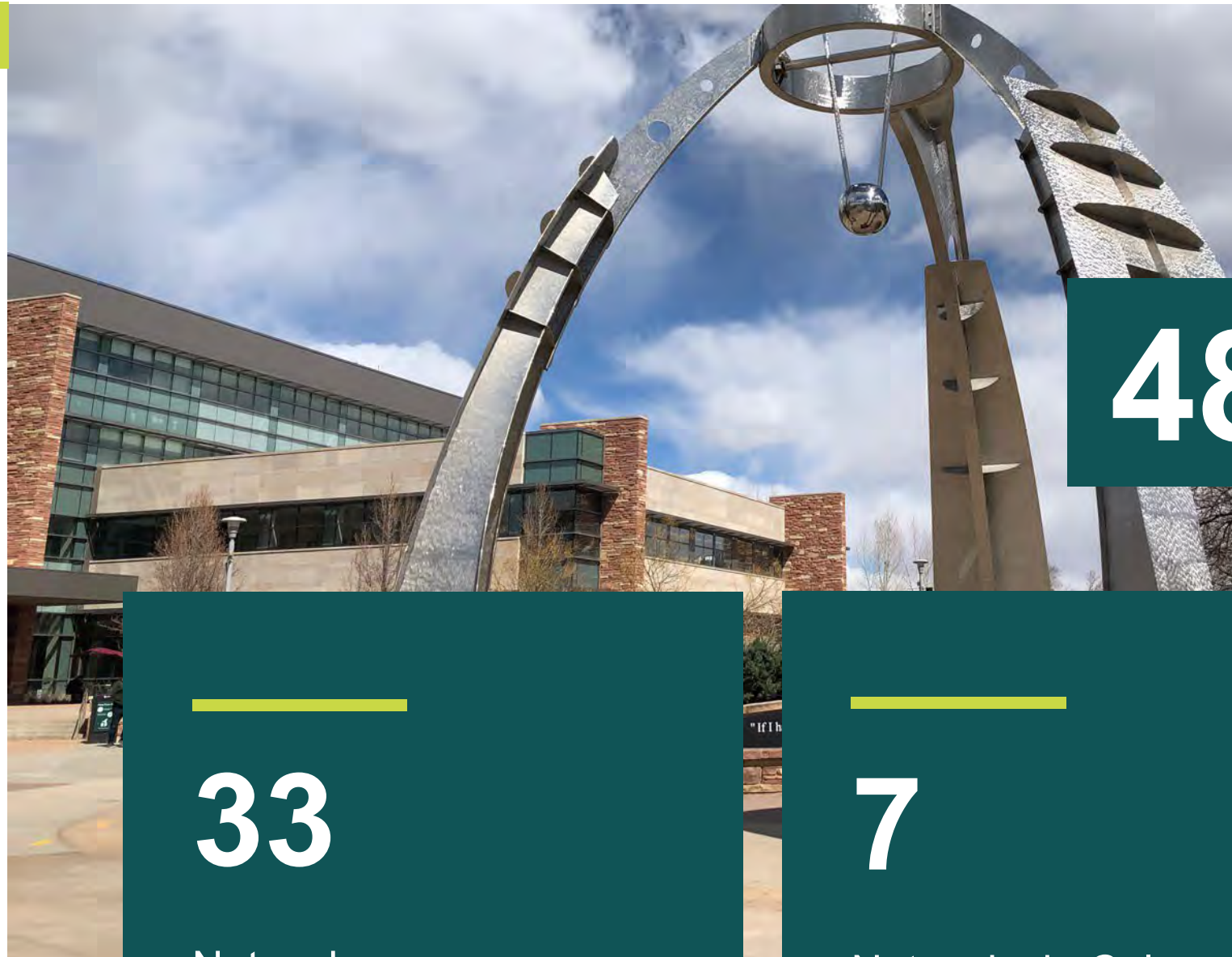
Alumni volunteers



Volunteer Opportunities

- National Western Stock Show
- Basketball and Football 101
- CAM's Birthday Party
- Career Fair Green Room
- Scholarship review
- CSUnity
- Grad Fest
- Ram Welcome
- Paint the A
- Homecoming & Family Weekend
- Home Football Game Day





Ram Networks

48

Volunteer-led alumni communities
across the nation

33

Networks across
the nation

7

Networks in Colorado

8

Networks in Denver

Students



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



Student Engagement

13

Student engagement events in 2022

- Regalia photos with CAM
- Serving Up Success
- Career Fair Green Room
- Grad Fest
- Ram Welcome
- Paint the A
- Halfway There Celebration
- Affinity group graduation ceremonies
- Senior Sendoff





From
convocation to
graduation, we
truly believe
students are
part of the
alumni family
throughout
their entire
CSU journey.



Career Services



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY

Career and Professional Development



144

1:1 Career consultations



416

Email consultations



69

Career and professional development workshop attendees

Alumni Communications

We engage with alumni through several segmented and targeted channels.



We can't reach our audiences without clean contact information!



- ***Around the Oval***, bi-annual member magazine
- ***AlumLine***, bi-weekly segmented e-newsletter
- ***Rams for Diversity*** newsletter
- Quarterly student e-communication

Other communications that support our engagement strategy include, social, texting, email, and our Digital Engagement Center.

Engagement by the Numbers



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



Event and Attendee Analytics

187

Total number of events

20.5K

Approximate number of attendees



Demographics

Event Attendees

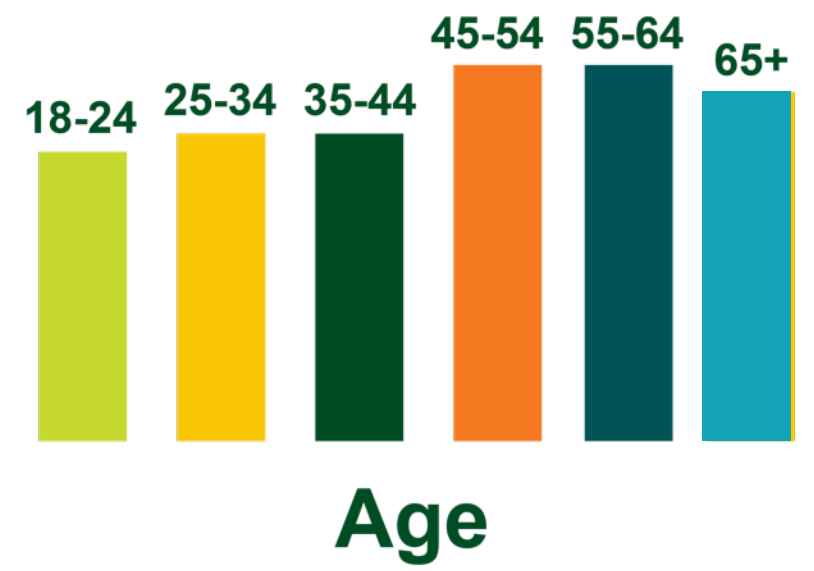
58%  **Alum**


4%  Faculty/Staff

12%  Parent

7%  Student

19%  Friend



 Beer Pairing event attendees were anywhere from **22 to 80 years old** – an event that brings all ages together!



CY Giving

11%

Donor

89%

Non-Donor

There is ample opportunity to move alumni through our philanthropy funnel from engagement to giving.

Locations

44

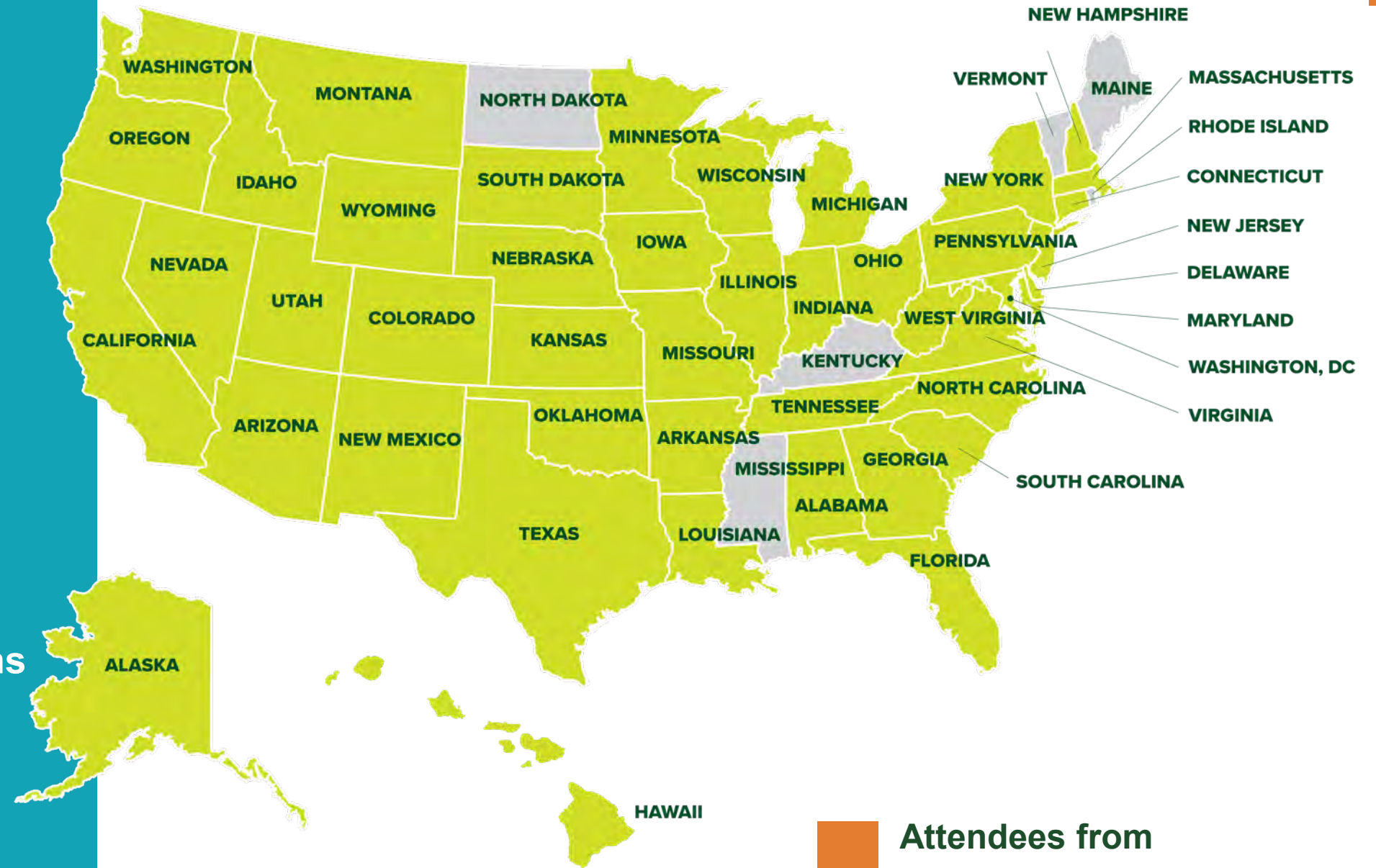
States and Washington D.C.

76%

From Colorado

131

Colorado cities/towns represented



February 2023

Membership



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



About Membership

19,000

**Active Alumni
Association members
each year**

-  Includes 2022 Annual, Life, and Grad Pack members.



Impact

Membership fuels the CSU Alumni Association and strengthens the alumni experience for all ages and stages in life.



Connection

Membership helps alumni to be a part of a larger, global community of caring Rams and engage with fellow Rams online and in person across the nation.



Benefits

Members gain access to benefits such as exclusive discounts, career services, engagement opportunities and exclusive communications.

Membership Impact on Future Giving

Life Members are

61

times more likely to be a future major gift donor (\$25k+)

Life Members gave more than

36

times more per alum during CY21-22



85%

of major gifts from members arrive *after* their first membership date, meaning that membership typically precedes a major gift.

Alumni Giving



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



Alumni Giving

33,873

CY22 Total Donors

13,995

Alumni Donors

41%

Total Donors
are Alumni



Top Funds Alumni Gave to in 2022

44%

Alumni Annual Member

7%

Football Priority Seating

5%

Rams Against Hunger

3%

Alumni Traditions

2022 Giving Initiatives

1,454

Day of Giving donors

45% alumni



Day of Giving

1,106

Giving Tuesday donors

36% alumni



Giving Tuesday

2,989

Leadership Annual Giving donors

45% alumni



Leadership Annual Giving

Other Revenue Streams



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



Rams Travel



SUNNY PORTUGAL

July 11-20, 2023
\$3,999



ICELAND'S NORTHERN LIGHTS

Oct 22-28, 2023
\$3,599



JOURNEY TO SOUTH AFRICA

Oct. 22-Nov. 6, 2023
\$8,295

2023 TRIPS

JANUARY

Kiwi & Aussie Explorer
Jan. 30-Feb. 13 | \$6,649



JUNE

Tuscany ~ Lucca, Carrara, and the Cinque Terre
June 10-18 | \$3,395

European Magic
June 11-19 | \$2,158

APRIL

Spain ~ Andalucia in a Parador
April 13-21 | \$2,995

Kingdoms of Southeast Asia
April 15-May 3 | \$5,499



JULY

Sunny Portugal
July 11-20 | \$3,999

Cruise the Rhine & Mosel Rivers
July 20-31 | \$4,795

Alaska & British Columbia Array
July 21-Aug. 1 | \$3,649

MAY

Dutch Waterways
May 4-12 | \$3,295

Shades of Ireland
May 17-26 | \$3,999

Greek Island Hopping
May 18-23 | \$2,210

Majestic Alaska
May 26-June 4 | \$4,043

SEPTEMBER

Greece ~ Athens & Gytheio
Sept. 22-Oct. 1 | \$3,895



OCTOBER

Tropical Costa Rica
Oct. 2-10 | \$2,749

Western Gems of the Emerald Isle
Oct. 7-16 | \$4,595

Iceland's Magical Northern Lights
Oct. 22-28 | \$3,599

Journey to South Africa
Oct. 22-Nov 6 | \$8,295

Autumn Colors
Oct. 1-9 | \$3,565

Thai Island Hopping
Oct. 7-14 | \$684

NOVEMBER

Hawaiian Explorer
Nov. 5-12 | \$3,454



DECEMBER

Viva Costa Rica
Dec. 16-24 | \$2,004



BOOK YOUR TRIP TODAY

Scan the QR code or visit alumni.colostate.edu/rams-travel



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



Alumni Association Preferred Business Partners

In FY23, these partnerships provided

29%

of our operating revenue as well as budget reducing in-kind support.

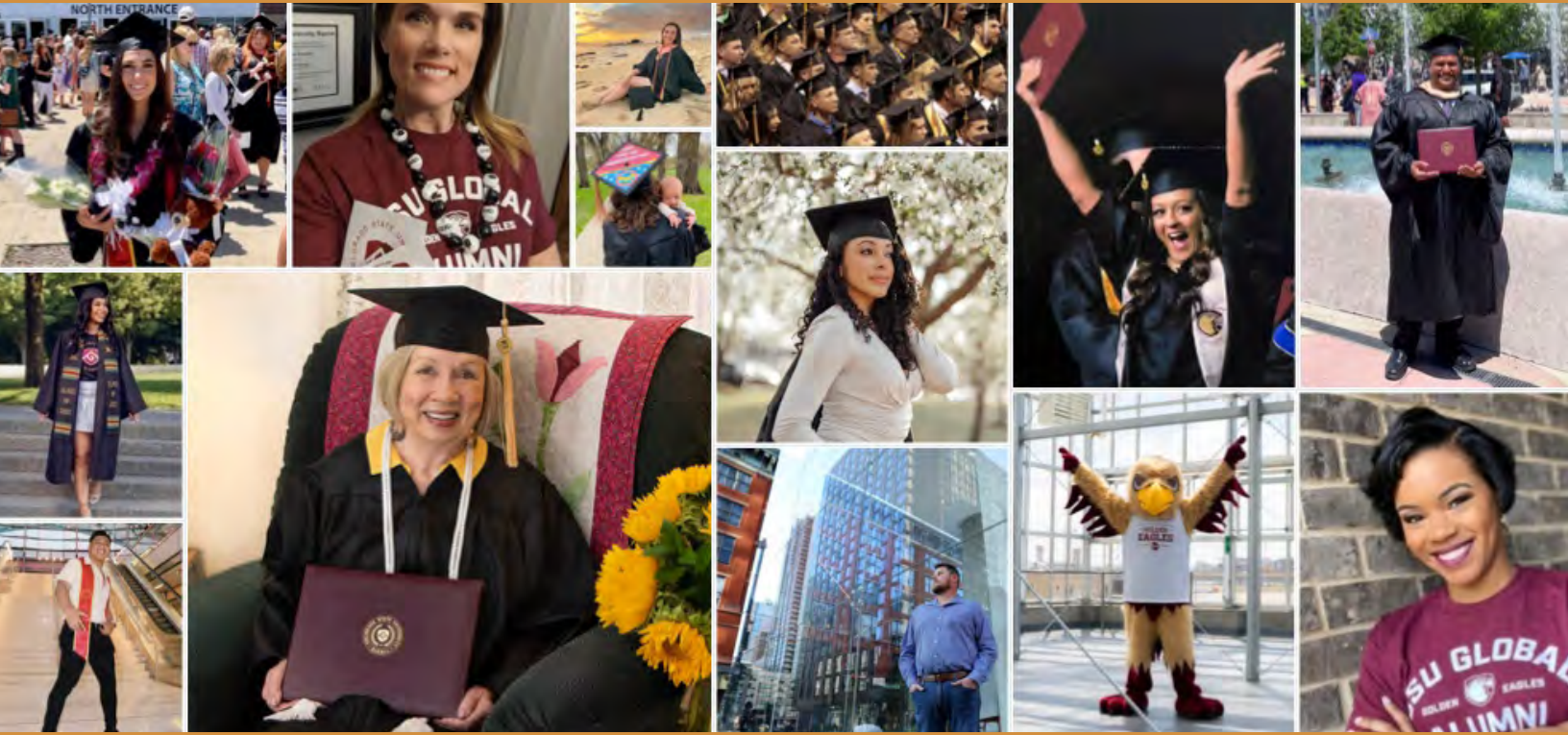
Thank you



ALUMNI ASSOCIATION
COLORADO STATE UNIVERSITY



CSU GLOBAL



Alumni Report

Colorado State University System

Board of Governors Meeting

May 4-5, 2023

Fort Collins, Colorado

Alumni Engagement

Fiscal Year 2023 in Review

A cornerstone of CSU Global's Strategic Engagement efforts is focusing on improved and expanded connections with CSU Global alumni. We continue to make significant strides in this effort through engaging newsletters, career resources and networking opportunities, and scholarships.

Alumni Newsletter

CSU Global's Alumni Newsletter is a critical communication tool we use to engage with our alumni. This monthly newsletter includes career advice, alumni services, inspiring student and alumni success stories, and important university updates. Since FY21, we've worked to improve the quality and delivery of content to increase engagement and provide our community with helpful information and tools to help them succeed in the workplace. Since FY21, open rates of the Alumni Newsletter have increased 58% and click-through rates have gone up 67%.



Live Virtual Events and Resources

Building on our success from last year, CSU Global continues to offer informational live virtual events to our alumni, which are then shared as evergreen content across our newsletters, social media, the website, and beyond. In FY23, CSU Global engaged with hundreds of our alumni through hosting webinars such as: How to Re-

cession-Proof Your Career, Financial Literacy, Navigating Lateral Career Moves, Stress Management Tips, and more. We also published a number of career-focused blogs from CSU Global faculty and industry experts such as The Most Important Steps to Take if You're Laid Off and Managing Salary Negotiations.



Additionally, all CSU Global students and alumni have access to the same career services they receive as a student – free personalized resume and cover letter reviews, mock interviews, and career coaching; we match students and alumni with a coach who is aligned with their professional field to ensure customized support.

In the fall, CSU Global invited Denver-based alumni to receive free professional headshots. While there, many attendees shared on-video testimonials for CSU Global to leverage in marketing efforts.

GlobalConnect, a platform open to both students and alumni, supports students in their career aspirations in a number of ways. One of those resources is Parker Dewey, where users can find paid micro internships from a number

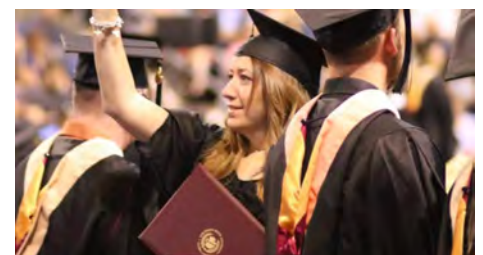
of employers. As another avenue to foster connection, all alumni are welcome to join the CSU Global Alumni Association at no cost to them. This group of more than 3,000 alumni communicate on LinkedIn, regularly sharing industry news, and job opportunities.

CSU Global also offers student chapters of the Institute of Management Accountants (IMA) and the American Marketing Association; these open doors to networking, professional development opportunities, as well as access to members-only job boards.

Commencement

To celebrate all graduates, regardless of location or ability to travel, CSU Global holds two commencement ceremonies – both live and in-person. Commencement is an important milestone which honors our learners as they transition from students to alumni.

At the 2022 Commencement ceremonies, CSU Global conferred 1,307 undergraduate and graduate students. We look forward to celebrating our graduates both in-person and virtually on June 3, 2023. To learn more about the event or view the livestream, visit csuglobal.edu/commencement.



Alumni Data

A top priority at CSU Global is ensuring our graduates are set up for career advancement and see return on investment for their tuition dollars. In 2022, we contracted labor market data company Emsi Burning Glass (now Lightcast) to measure the economic impact of our alumni across the U.S. and specifically in Colorado.

4.9x Rate of Return

For every \$1,000 spent at the university, alumni will see a \$4,900 return on their investment in lifetime earnings.

\$781.8 Million

The impact of the increased earnings of CSU Global alumni and the businesses they work for: *An economic boost similar to hosting the Super Bowl 2x.*

\$2.8 Billion

society gains in added income and social savings.

4,938 Alumni

Number of students who returned to CSU Global to receive an advanced degree.

Congratulations to alumna Theresa Gonzalez for being selected as a **2023 Presidential Management Fellows finalist!**

Gonzalez was selected as one of 850 finalists from an applicant pool of over 10,000.



Economic Impact in Colorado

An in-depth report by the Colorado State University System estimates that CSU Global degree holders currently working in Colorado earn about \$165.8 million in aggregate more than they would have with only a high school degree.*

927,242

Total credit hours delivered to Colorado residents.

24.6%

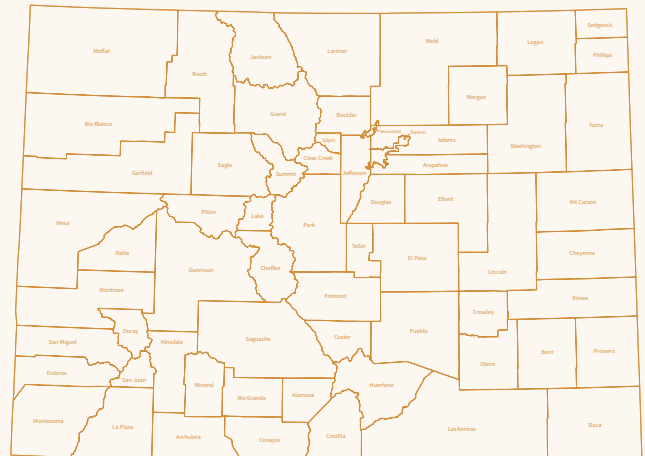
Nearly 25% of CSU Global's Colorado-based students are in rural communities outside of the Front Range and Denver Metro areas.**

12,140

Degrees conferred in Colorado at the conclusion of the 2021-22 academic year.

CSU Global serves every Colorado county.

Students and alumni are located in **64 out of 64** Colorado counties.



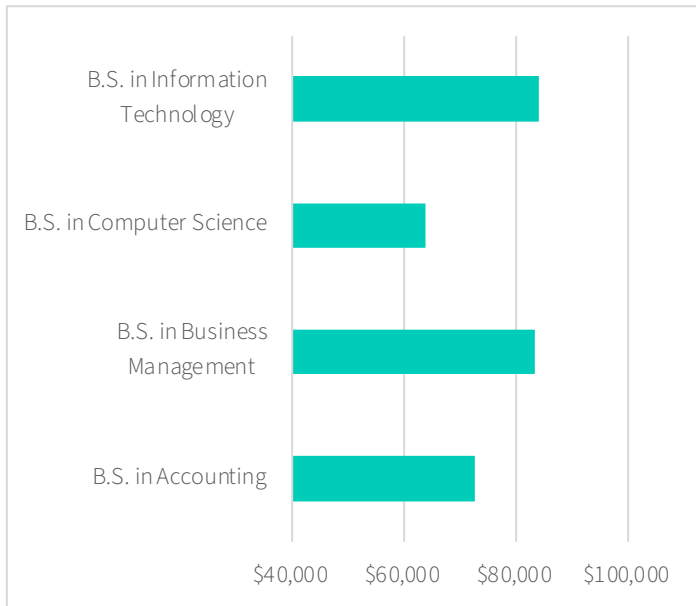
*Source: Economic and Fiscal Impact Study: Colorado State University System. January 2021. **Data reflects the 12-month enrollment period from July 1, 2021, through June 30, 2022.

Alumni Earnings

By Degree Level

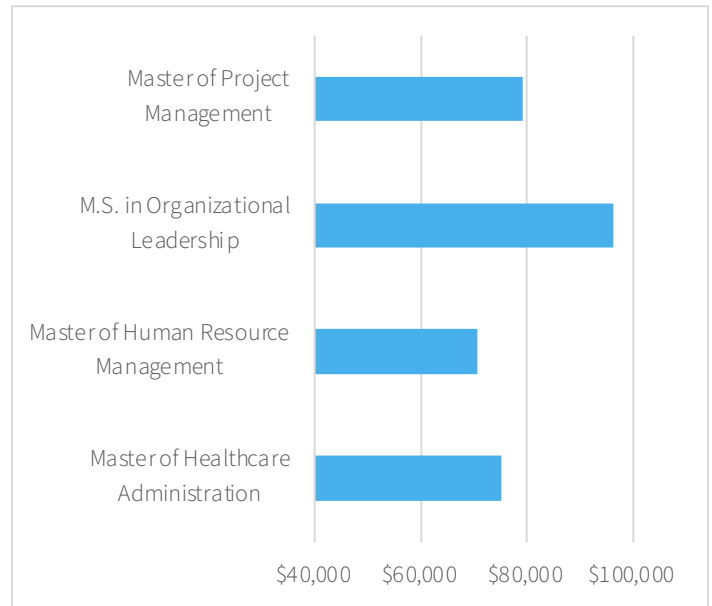
\$75,825

Average Salary for Graduates of CSU Global's Highest-Enrolled Bachelor's Programs



\$80,175

Average Salary for Graduates of CSU Global's Highest-Enrolled Master's Programs



CSU Global Alumni Working in Their Field

Bachelor's Degrees

B.S. in Accounting	90%
B.S. in Business Management	76%
B.S. in Computer Science	100%
B.S. in Criminal Justice	78%
B.S. in Healthcare Administration & Management	90%
B.S. in Human Resource Management	86%
B.S. in Human Services	70%
B.S. in Information Technology	86%
B.S. in Management Information Systems and Business Analytics	74%
B.S. in Marketing	83%
B.S. in Organizational Leadership	80%

Master's Degrees

Master of Criminal Justice	72%
Master of Healthcare Administration	85%
M.S. in Teaching & Learning	65%
Master of Information Technology Management	85%
Master of Project Management	91%
Master of Finance	80%
Master of Human Resource Management	82%
M.S. in Organizational Leadership	82%
M.S. in Data Analytics	83%
M.S. in Management	76%

Alumni Highlights

Mary Kay McCarty '21

When she graduated from CSU Global, Mary Kay McCarty followed the advice of professors and posted her resume on a popular employment website. Soon, she had recruitment inquiries about jobs in finance, insurance, personnel – even mattress promotions. But McCarty – at age 81 – passed on the opportunities.

She had already achieved her goal: In 2021, McCarty graduated cum laude with a bachelor's degree in applied social sciences. She completed her degree more than 60 years after first enrolling in college – after running a business with her husband, working for a chamber of commerce, and raising a family that includes five children, 10 grandchildren, and one great-grandchild.

So far, McCarty is the only great-grandmother to graduate from CSU Global. Her persistence led to her selection as student speaker at our Spring 2022 Commencement, and her story has been featured in STATE Magazine and Denver's FOX31.



Afif Achmad '22

Afif Achmad was 21 years old and working a low-level IT job near Los Angeles when he realized he needed to take custody of his younger brother. His brother, who was 12, suffered from neglect and was in desperate need of a healthy, stable home. To take care of himself and his younger brother, Achmad sought to expand his professional abilities and growth potential.

In Spring 2022, Achmad fulfilled his goal: He obtained his bachelor's degree in project management with a specialization in information technology. He landed a new IT job with more responsibility – and immediately increased his salary by 45 percent.

Achmad's story was highlighted in 2023's STATE Magazine.

Alumni Highlights

Stephanie Jenkins '20

Some people spend years trying to figure out which career to pursue.

Not CSU Global alumna Stephanie Jenkins. Accounting is in her DNA. Jenkins, who graduated with a B.S. in Accounting from CSU Global in 2020, comes from a long line of accountants and computer programmers. Even as a high school student, Jenkins assisted her mom with the bookkeeping of her dad's business.

"My philosophy is to get any and all experience, even if it doesn't necessarily apply to your life path. There will always be a takeaway." But after high school, pursuing a bachelor's degree wasn't on Jenkins' radar. "I didn't really want to focus on school," she admitted. "I was super hungry to just learn in real life."

A catalyst for change occurred in 2018 when the consulting company Jenkins was working for went through a round of layoffs. Three weeks later, Jenkins' sister-in-law passed away. While grateful for the extra time she was able to spend with family, it gave Jenkins a new perspective on life.

"I loved what I was doing. I loved accounting," she said. "But I knew it was time to pursue a degree." Jenkins was able to transfer previously earned

credits to CSU Global and earned her degree in just 18 months. "For me, CSU Global was one of the greatest experiences."

Upon graduation, Jenkins continued to work for an IT company, along with some temporary assignments to gain more real-world experience. While she loved the work, she began to explore the idea of leaving the corporate world to work for a nonprofit organization.

"For me, CSU Global was one of the greatest experiences."

In March 2022, Jenkins became the Chief Financial Officer of New Morning Youth and Family Services – a 24-hour emergency youth shelter, clinic, and counseling service. She has worked diligently with its Board of Directors to improve financials and adjust daily and long-term operations. "I'm not afraid of hard work because I love what I do. I get to make a difference in the community."

While the hours are long and the work can be taxing, Jenkins is exactly where she wants to be. "I get to see



children come and go from their therapy sessions and witness how they light up after receiving our services. While I'm not directly serving them, I know that every dollar I can allocate differently will go back to them."

As Jenkins reflects on the past few years, she credits her success with saying "yes." "What helped me land my role was collecting such a variety of experiences. I didn't turn down any opportunity, from helping a neighbor organize her receipts to working at Starbucks and an animal feed store." She advises current CSU Global students to do the same. "Learn from anything and everything."



CSU Global's Alumni Association group on LinkedIn has over 3,000 members! Alumni use the platform to support peers, share industry news, and network.



The Future of CSU Global Alumni

As we look to CSU Global's future, it's critical to continue engaging with our alumni – to support them in their careers and lifelong learning journey. Additionally, proud alumni are powerful ambassadors, sharing the value of CSU Global with friends, family, and colleagues for years to come. We are excited about plans for more communications, virtual and in-person events, social media outreach, research into our alumni's needs, and other creative ways to provide a social, professional, and educational home base for our growing alumni network.

Section 11

Consent Agenda

- Colorado State University System
Minutes of the January 31, 2023 Audit and Finance Committee Meeting
Minutes of the February 2-3, 2023 Board Meeting and Committee Meetings
- Colorado State University
New Academic Programs
 Associate of General Studies
 Major in Livestock Business Management
Graduate Certificates
 Climate Adaptation and Risk Management
 Global Supply Chain Management
 Political Economy
Discontinued Academic Program
 Political Economy
Faculty Manual Changes
 Preface
 Section C.2.1.3.1 Elected Members
 Section E.10.5 Procedures for Granting Tenure
- Colorado State University
Retitle Bachelor of Applied Science in Organizational Leadership

Section 12

*Real Estate and Facilities
Committee*

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING AGENDA
May 5, 2023**

Committee Chair: Kenzo Kawanabe (Chair)

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

EXECUTIVE SESSION

None

OPEN SESSION

- | | |
|---|----------------------|
| 1. Physical Plant Report for CSU Pueblo | Report Item (15 min) |
| 2. Physical Plant Report for CSU | Report Item (25 min) |

2023

PHYSICAL PLANT

REPORT



COLORADO STATE UNIVERSITY PUEBLO
Facilities Management

CONTENTS.

- 01. DEFERRED MAINTENANCE/AVERAGE FCI IN-STATE PEER COMPARISON**
- 02. CONTROLLED MAINTENANCE: HIGHEST PRIORITIES**
- 03. CAPITAL CONSTRUCTION PRIORITIES, FY25**

01. DEFERRED MAINTENANCE

FCI: SYSTEM COMPARISON

CSU Fort Collins - \$40.3 gsf

- \$503M
- 12,488,033 gsf (across the state, 687 bldgs.)

CSU Fort Collins Average FCI = 69% State | 71 AX

CSU Pueblo - \$41 gsf

- \$50.9M*
- 1,279,907 gsf (32 buildings: 14 state & 18 AX)

CSU Pueblo Average FCI = 70% State | 70 AX (state T/FCI = 85%)

*Does not include "offline" Belmont Residence Hall, new construction estimates (Technology or GCB), or ThunderBowl (owned by the CSU Pueblo Foundation)

01. DEFERRED MAINTENANCE

FCI: PEER COMPARISON (FROM OSA 2022)

CSU Pueblo - \$41 gsf

- \$50.9M*
- 1,279,907 gsf (32 buildings: 14 state & 18 AX)

CSU Pueblo Average FCI = 74% | 73 State and 74 AX

Adams State - \$72 gsf

- \$86M
- 1,195,406 gsf (43 buildings: 19 state and 24 AX)

Adams State Average FCI = 55% | 57 State and 53 AX

UCCS - \$15 gsf

- \$53M*
- 3,447,458 gsf (75 buildings: 38 state & 37 AX)

UCCS Average FCI = 79% | 67 State and 90 AX

UNC - \$21 gsf

- \$96M
- 4,623,000 gsf (93 buildings: 48 state and 45 AX)

UNC Average FCI = 82% | 86 State and 79 AX



02. CONTROLLED MAINTENANCE

HIGHEST PRIORITIES, CURRENT

- Campuswide Electrical upgrades, \$3-\$4M
- Campus Elevator Replacements, \$7-\$10M
- Campuswide C-Bord Upgrades, \$3-\$4M
- Replacement/Upgrade of Building Fire Alarm Equipment, Phase 3, \$1.6M

Previous Priorities, Funded in FY 23:

- Water Lines, Phase 3
- Fire Alarm Upgrades, Phase 2
- Art/Music, Physical Plant, Heating Plant Roofs



03. CAPITAL CONSTRUCTION

FISCAL YEAR 2024-2025

TECHNOLOGY BUILDING PHASE 2, \$14.5M

ADMINISTRATION BUILDING RENOVATION, \$21-31M

PHYSICAL PLANT RENOVATION, \$20-32M





CSU SYSTEM
COLORADO STATE UNIVERSITY





CSU FORT COLLINS PHYSICAL PLANT REPORT

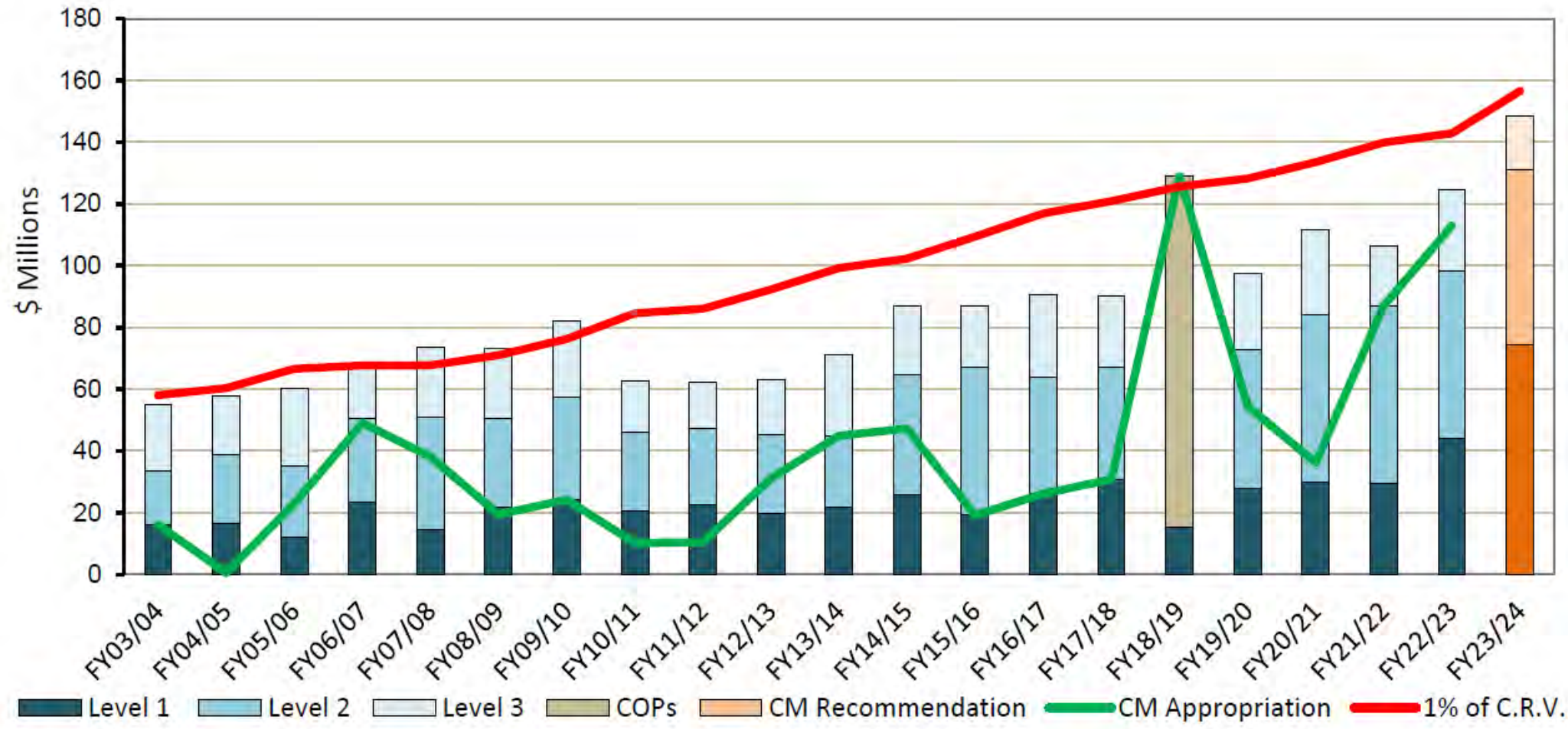
MAY 2023

BUILDING DEFERRED MAINTENANCE IN-STATE COMPARISON

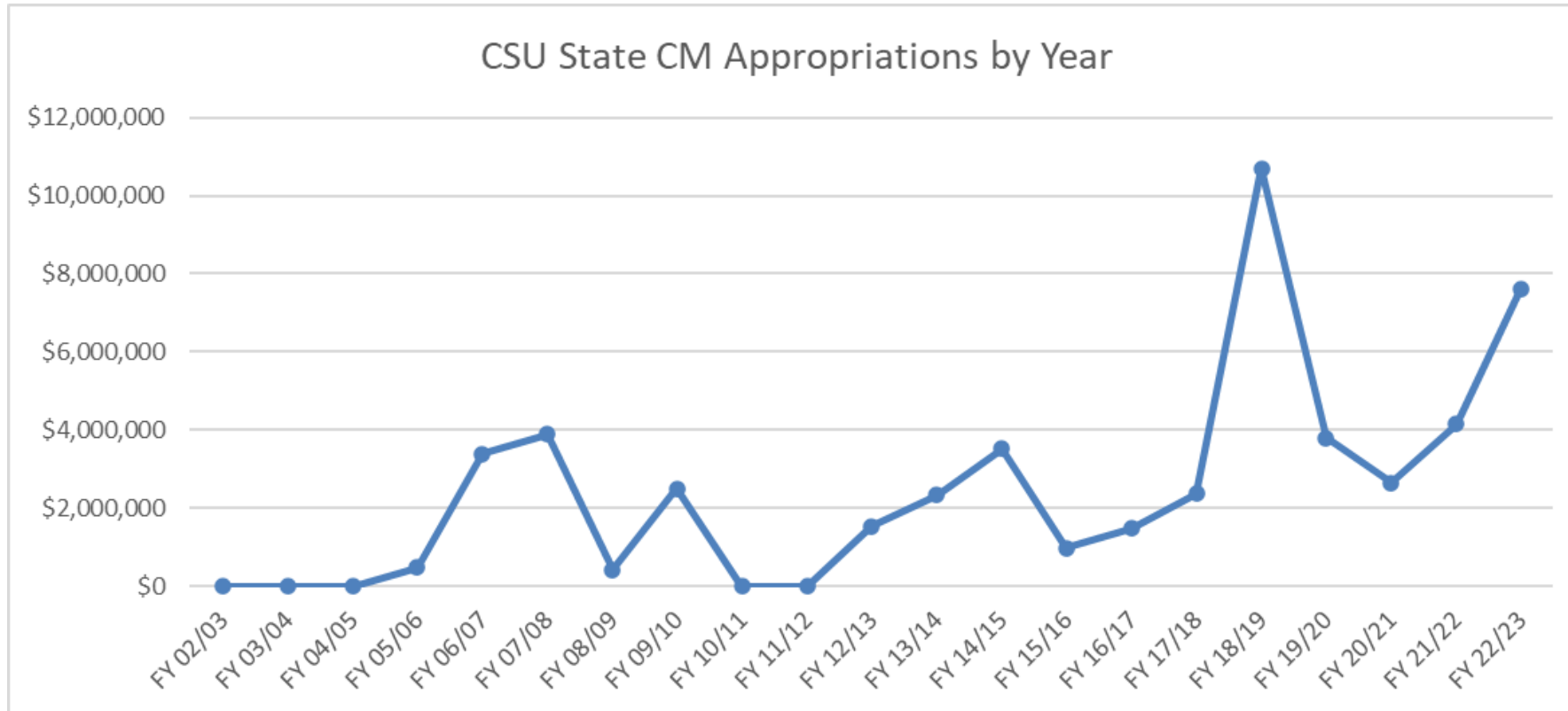
Academic and Auxiliary Facilities (summer 2022 OSA data)

- **CSU - \$40.30 gsf:**
 - \$503M
 - 12,488,033 gsf across the state (687 buildings)
- **CU Boulder - \$47.50 gsf**
 - \$606M
 - 12,766,658 gsf
- **Colorado School of Mines - \$13.70 gsf**
 - \$44.4M
 - 3,235,971 gsf
- **Colorado Institutions of Higher Education - \$29.00 gsf**
 - \$1.7B
 - 58,097,065 gsf

STATE HISTORICAL CM FUNDING VS 1% OF CURRENT REPLACEMENT VALUE



STATE HISTORICAL CSU CM FUNDING



CSU AVERAGE FACILITY CONDITION INDEX

Fiscal Year	Academic	Auxiliary
2022-2023	69	71
2021-2022	71	72
2020-2021	72	74
2019-2020	73	75
2018-2019	74	77

HIGHEST DEFERRED MAINTENANCE PRIORITIES (historical cost estimates do not account for post-COVID construction cost escalation)

- **Multiple Building Roof Replacements-\$24M (Current \$5M Central Funding for Critical Roofs, supplemented with \$2.4M from State Controlled Maintenance)**
- **Main Campus Switching Station Interconnection and High Voltage Replacement-\$4.3M**
- **Multiple Building Pneumatic Control Upgrades-\$3.8M**
- **Mountain Campus Multiple Building Exterior Repairs-\$2.8M**
- **Engineering Building Fire Suppression-\$2.2M**
- **Main Campus Water Line Replacement under RR tracks-\$2.0M**
- **Mountain Campus Vehicle Bridge Replacement-\$1.8M**
- **Moby GeoX Heat Exchanger-\$1M**

5-10 YEAR BUILDING REDEVELOPMENT/RENEWAL PRIORITIES

(historical cost estimates do not account for post-COVID construction cost escalation)

- Clark Building ~\$32M deferred maintenance
- Glover Building ~\$9M deferred maintenance
- Physiology Building ~\$11M deferred maintenance
- Veterinary Teaching Hospital ~\$37M deferred maintenance
- Anatomy-Zoology Building ~\$33M deferred maintenance
- Central Heating Plant ~\$4M deferred maintenance

CAPITAL CONSTRUCTION PRIORITIES

- **Clark Building Revitalization and Addition-\$135M** (State Funding Request)
- **Glover Redevelopment - \$80M** (Replaces Glover Building)
- **District Energy Master Plan-\$62M**
- **Central Heating Plant Upgrade-\$23.3M** (State Funding Request)
- **Veterinary Health Complex Phase 1 Additions -\$230M**
- **San Luis Valley Potato Barn Replacement-\$6.5M** (State Funding Request)
- **Biomedical Discovery Center-\$115M** (Replaces Physiology Building)



Section 13

Board Chair's Agenda

Section 14

Election of Officers

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Section 15

Executive Session

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Section 16

Evaluation Committee

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APPENDICES

- Appendix I: Construction Reports
- Appendix II: Correspondence
- Appendix III: Higher Ed Readings

APPENDIX I

Correspondence

From: bobvangermeersch@aol.com
To: adwright2001@yahoo.com; artpintauro@comcast.net; at.linnell@gmail.com; bob@boboverbeck.com; bobvangermeersch@aol.com; chesterf5311@gmail.com; chris.marshall@earthlink.net; clemwilliam4@gmail.com; dacott@comcast.net; danic721@gmail.com; dhemsc55@msn.com; dhender@gmail.com; dick_livingston@msn.com; douglas.brobst@gmail.com; drd.bodyscience@gmail.com; engageinlife@gmail.com; Erslev,Eric; ftjlav@yahoo.com; gelly-b@comcast.net; hikerannie@hotmail.com; info@walkingtheworld.com; jacobi@restad.us; jenhartric@aol.com; jenniferklink@hotmail.com; jerrydauth@gmail.com; jimedye@gmail.com; jlouyule@gmail.com; jmpatton49@gmail.com; john.infovision@gmail.com; judyvdr@comcast.net; karensedling@gmail.com; kcaffrey98@aol.com; kellygiddens@me.com; leap_ace33@hotmail.com; letstefpueblo@gmail.com; lqv61@icloud.com; lindavrooman61@gmail.com; lindavrooman@gmail.com; lrochardt@yahoo.com; martharoden@gmail.com; mayjay08@gmail.com; melsways2@yahoo.com; mlstonaker@msn.com; mz-misc@pruz.org; nrasulis@gmail.com; Patton,Carl; purplepetunia@juno.com; rjstuartmd@yahoo.com; rmba@rmbagroup.com; ryan.sedgeley@protonmail.com; sandyemberg@juno.com; Scharf,Louis; sheofte@yahoo.com; sidnarachid@hotmail.com; Thomas,Richard; tinytornado@mac.com; tkedwards@hotmail.com; tompMRI@comcast.net; wjbertschy@aol.com; zyxcarole@yahoo.com; CSUS_Board
Subject: CSU NCAA REPORT
Date: Friday, January 27, 2023 9:17:02 AM

**** Caution: EXTERNAL Sender ****

TO: SOSH troops, CSUS Board of Governors and selected Fort Collins Legislators

FM: Bob Vangermeersch

SUBJ: The CSU athletics report to the NCAA for FY 2022

This report has been sent to the NCAA recently. I will address the CSU list of HIGHLIGHTS on page 1 of the report than I will respond with the **"REAL STORY."**

#1. Saw \$16.2 million in gross revenue and \$13.4 in net revenue for the operation of Canvas Stadium, the second-highest marks since opening the venue in 2017.

This statement makes it sound like Canvas Stadium is a financial success. The last full year for Hughes Stadium (FY-17) had a net revenue of \$9.1 Million. Simple math indicates the Canvas Stadium brought in \$4.3 M in additional revue. However the cost totaled over \$14.4 Million a year. The cost is the debt service for the stadium and ancillary projects. Financial disaster!!!!

#2. Exceeded the CSL study in net income variance in FY22 by \$1.15 M

I'm not sure where this information comes from or its relevance. My previous analysis indicates the CSL produced an overly optimistic study with many gaping holes in their work.

#3. Took less University one time support than budgeted, a mark achieved every year during the Joe Parker tenure as AD.

The way to accomplish this highlight is to over budget every year. Nothing to CROW about here Joe! Let's examine the budget supplements over the last 4 years. These supplements come from student fees, tuition and taxpayer dollars.

FY 22 \$28.3 M FY21 \$35.2 M FY 20 \$30.1M and FY19 \$23.9 M

The 4 year total supplements come to \$117,478,362 "Way to go. Joe!!!!

#4 Football utilized \$2.3 Million in funds from the Hughes Stadium site sale proceeds

So CSU sold prime capital assets to aid the failing football program. Should we add that to the \$117 M above????

#5 Saw significant increases in revenue in men's basketball, overall concessions, MW media rights fee and donor contributions.

Yes, Men's BB did see a nice increase in revenue, however their expenses were more than \$2.8 M over the revenue. Overall concessions about equaled FY 20, Donor contributions were about 10% more than FY19.

#6 Operations returned to pre-pandemic levels.

I guess they mean that having to supplement the CSU athletics budget by \$28,277,768 is pre-pandemic.

Thanks for taking the time to read and digest this data. Unfortunately the Board of Governors will do nothing ,as usual,

and our local legislators will play "duck and cover".

All the best to the troops who fought the good fight.

Bob V

From: [Malgorzata Maslowski](#)
To: [Nerger,Janice](#); [vpsa](#); [ehs](#); [Graham,James](#); [housing](#); [Malsam,John](#); [Sweeton,Nick](#); [CSUS Board](#); [Riess,Jeannine](#); [Sterling,Colette](#); [Miranda,Rick](#); [Strombom,Mari](#); [Hughes,Blanche](#); [Lewis,Emily](#); [Bimper Jr,Albert](#); [Miller,Shannon](#); [Shackelford,Charles](#); [truhi](#); [Mallipudi,Susheela](#)
Subject: Re: MOLD IN SUMMIT HALL
Date: Friday, January 27, 2023 1:22:42 PM

**** Caution: EXTERNAL Sender ****

To all,

As this is another time yet again and this is just the beginning of a second semester for our son, Jacob Maslowski at CSU I am reaching out to you all. As we have struggled with the living conditions and the degrading health of our child caused by the accommodations that your school offered we have entered right into the registration problems. Jacob missed his academic advisor appointment as he was ill and down with a fever and not able to make it to it at the end of last semester. Shortly after as he felt better he was in constant motion to reach out to his adviser and to the advising department with not much luck. He is still registered for 2 classes only, attending CSU part time and paying full tuition as well as we are exposed to covering his living costs and supporting his decision of going to school with you and I am really struggling every minute with allowing that where every step we take we come to such roadblocks. My son has never required my intervention in his school progression. Always an A student, responsible and very intelligent young man, finishing his semester with you at a very high note ending on the Dean's List even though having such health and degrading lifestyle conditions at your dorm. I am extremely disappointed and frustrated with CSU as I write to you as he as well at this moment is discouraged from having to struggle all through the process of getting his degree at your school. It costs a LOT of money to have him go there and really I do not see the value in it at this point. My bill shows up on the clock from you. I have a cancellation fee on there as we had to scramble to get him out of your dorm that was disintegrating his health! We have had him stay in the hotel for a few nights as he was so ill that every night was priceless, we had to find him another place to live for this semester, as he could not go back to the dorm, we have had numerous doctor visits and medication costs due to living in the moldy room for several months and now you charging us a cancelation fee! There are health network fees on that bill as we have health insurance and that is what Jacob ussed going to see your doctors! But most important is the frustration and disappointment of a young man that is eager to study and experience his

college years as he is crushing into the reality of the world not caring about your future and the hopelessness of reaching out for help and no one listens on the other side. It is ridiculous that I have to reach out again and again for my child who now is an adult but no one listens to him, you just send me a bill and let him struggle. He is still not registered for all his classes as he reached out to his advisor and professors countless times. He did all the prerequisite testing and his last math final as he was advised, he is going to all the classes, talking to the professors and turning in all the work and there is no one who can help him to get situated so he can relax and focus on what is important instead of being stressed out with current new nonsense that we are in the middle of again. Would someone please help that kid so he can move on and focus on what he is in CSU for?

Malgorzata Maslowski
Jacob Maslowski

On Mon, Dec 5, 2022 at 11:56 AM Malgorzata Maslowski <gosiamaslowski@gmail.com> wrote:

To ALL,

My son Jacob Maslowski is a freshman at Colorado State University and has been living at Summit Hall room B207 since mid August. Since then he is also experiencing cold-like symptoms and gradually has felt worse and worse to the point that he was having trouble falling asleep and then could not get up in the mornings and get on with his day. He came back home for the break exhausted and weak with a bad cough and all congested and 20lb lighter! All his friends at Summit Hall are experiencing same symptoms, some more, some less, some had been hospitalized with bronchitis and other respiratory issues and many of them on rounds of antibiotics and steroids! Those kids had called a mold expert to come in and evaluate the rooms since they have been smart enough to put 2 and 2 together and figure out that this is not right what is happening to all of

them at the same time. The mold guy talking to my son before the break noticed unhealthy living conditions and drove my kid straight to the medical center as my son was in such a bad state! I am in Illinois and send my child under your care which I am paying for a lot of money and this is for sure not a service I was expecting. I have been trying to be in contact with the school and had just a couple people that bothered to acknowledge his health condition and more so take interest in the living situation that is being provided by CSU. Mold testing was done over the break and very limited test results came in. I was told by one of your staff that the tests came in negative and I have to wonder if that is just ignorance or premeditated misleading. The kids are all being told that the issue is resolved and they have no leverage to argue with that. I wonder though how one remediate mold with a full occupancy and no protocol to follow or group of professionals. Secondly our son as most of the kids that are living at Summit Hall are obviously very sensitive to whatever is there and I know he has gotten so much better being out of that building. I do not believe that the patch up work that was just done over there will bring resolution to his reaction and we want to find other living options for him starting next semester as he will not be able to pursue CSU living in the moldy room. What is the procedure to get him into an on campus apartment or in general what would our options be at this point? As for now he is approaching finals being constantly ill and extremely exhausted trying to keep his grades up and shuffling between 2 rooms as he is in temporary housing and all his things are still in the moldy Summit Hall. He has no car and no help whatsoever and believe me when I say it that I truly wonder why he is still there. We have no idea where he is going to be leaving after the break and as we are scrambling to find him an off campus apartment I want to find out what are the options you can offer to make his future with CSU possible? He can not live in that building, it is extremely unhealthy for him to be there but he does love the school and will be happy to pursue his degree with you as hopefully you can help him to do so. It feels that we don't get much help where we ask for it so hopefully this letter will be heard. We would like to know where we stand for the next semester as I imagine the campus will be shot down for the break. Please Help

Malgorzata Maslowski

Realtor

Avian Realty

Bartlett, IL

(630)-965-6141

GosiaMaslowski@gmail.com

From: [Pat](#)
To: [CSUS Board](#)
Subject: Fwd: Failure Notice
Date: Monday, February 6, 2023 9:09:01 AM

** Caution: EXTERNAL Sender **

Corrected email address.

>

> Sorry, we were unable to deliver your message to the following address.

>

> <csus_board@mail.colostateedu>:

> No mx record found for domain=mail.colostateedu

>

> ----- Forwarded message -----

>

>

> I know a student in CSU School of Business and I was shocked to hear =

> instructions given by a Business School instructor to write a paper with =

> gender neutral wording. I expect this nonsense from some social justice =

> program, not a business program.

>

> The CSU Business School website encourages critical thinking which is a =

> notable objective.. But this teacher is promoting intellectual =

> conformity at best and more likely group think to support the =

> teacher=E2=80=99s political stance.

>

> I realize too many US companies have swallowed the progressive =

> activists=E2=80=99 demands for anti- capitalism, anti -American values =

> and support pro socialist/marxist programs which have failed throughout =

> history, except for those elites in leadership positions.

>

> Having retired as an executive of a major corporation, I understand why =

> today=E2=80=99s college grads enter the workplace unprepared to succeed =

> in an environment that requires results. Most grads cannot interact with =

> peers who have a different mindset, with bosses who expect results and =

> with customers who are not interested in their personal woes and =

> entitlement attitude. Our colleges are graduating little darlings who =

> cannot cope with reality without mommy or daddy rescuing them or some =

> entity providing a safe space.

>

> I read your resume and see you re proud of three decades of teaching, =

> along with some consulting. Commendable. But have you ever been =

> personally responsible for manufacturing deadlines, quality control, =

> profit/loss, Board accountability , customer satisfaction or regulatory =

> oversight? Teachers present theories; experienced business teachers can =

> present real issues as a tool for learning.

>

> One of my friends taught at Kellogg after he retired from his tech =

> company. His classes filed quickly because of his skills as a teacher, =

> business experience and mentoring capability.

>

> I wonder how many CO taxpayers and parents know the gibberish being =

> taught under the guise of a business course. I believe American are =

> awakening to the Academic Lube Job colleges are serving to our students =
> at the outrageous cost to parents.
>
> Regards,
> Pat Laird
>
>
>

From: [roger](#)
To: [CSUS Board](#)
Subject: Student conduct - academic mission
Date: Monday, February 6, 2023 11:50:42 AM

**** Caution: EXTERNAL Sender ****

Dear Board of Governors,

As a CSU graduate and long time supporter of the institution, I think it is a good thing that someone in the administration apologized for the student conduct aimed at the Ukrainian student basketball player. That is not enough. There must be consequences for the students involved. Expulsion would set a good example. Sure, have hearings, take testimony, use video technology, a reasonable due process.

As a former university official at both UNC and U of Md, a former judge and a former member of a Colorado DORA licensing and disciplining board, I would find it hard to believe that CSU, with its great research and other resources would not be able to identify to a reasonable probability at least some of the culpable students.

I ask that you send a copy of this email the the Ukrainian student as a sign of my embarrassment and recognition that I am ashamed of the level to which my alma mater has descended.

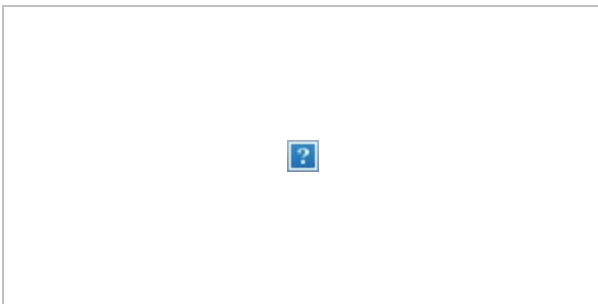
Set a high standard. I look forward to your response.

Thank you,

--

Roger Candelaria, J.D.
RanchitoAlegre LLC
<https://ranchitoalegre.eatfromfarms.com>

"We don't treat our Soil like Dirt."



Reply to RanchitoAlegre@cognizor.com

From: [Kate Forgach](#)
To: [CSUS Board](#)
Subject: Coloradoan article
Date: Thursday, March 2, 2023 8:34:16 PM

**** Caution: EXTERNAL Sender ****

At long long last, The Coloradoan has written about the CSU Board's endless toadying to Tony Frank.

Your inability to stand up to the Chancellor has left the system deep in debt, particularly in the case of Frank's lies as to how the CSU Stadium would be financed.

As a result, our once excellent town and gown relationship and our highly lauded quality of life have been destroyed.

Good job. Now please resign.

Kate Forgach
Fort Collins

--

Kate Forgach Unicorn Hunter at Large

From: Calvin,Shelby <Shelby.Calvin@colostate.edu>
Sent: Monday, April 24, 2023 1:08:07 PM (UTC-07:00) Mountain Time (US & Canada)
To: CSUS Board <csus_board@mail.colostate.edu>
Subject: Aggie Family Village Rate increase

Good afternoon,

My name is Shelby Calvin and I am a student here at Colorado State University. I have lived at the Aggie Family Village apartments for about 2 years now. In the past two years our rental rate has increased around \$120.

I just wanted to say that I feel like the rent here is increasing faster than our wages are increasing. Just like everything else in our country (and many others), we are expected to pay more and more for food, gas, and rent while minimum wage is still sitting at a low of \$13.65 an hour. I am a non traditional student and I kill myself everyday working and going to school full time. I take full advantage of all of the resources that help me pay for my education and livelihood.

I just thought that I would say my piece and hope that something changes for the better.

Thank you for your time and consideration,

Shelby C.

Name

Daniel Watson

Email

orcrist@colostate.edu

Message

Hello there, I am sending this email because I saw the university apartments rent increase for the 2023-24 year and was quite worried it will pass. I urge any and all board members to not approve the new rent prices for residence halls and university apartments. If anything, the existing rates should be reduced, not increased. Affordable housing is one of the biggest issues facing young people today, and the availability of university housing often provides reliable staging areas for people to launch the next chapter of their lives, especially if they are coming from unstable or troubled households. Myself and many other students are already living paycheck to paycheck and a rent increase is no small thing.

Thanks for your time,
Daniel Watson
CSU ID: 836334024

APPENDIX II

Construction

Construction Projects: Status Report

Colorado State University Pueblo | Board of Governors, May 2023

Prepared by Dr. Donna Souder Hodge
VP Operations and Advancement



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY | CSU - PUEBLO | CSU - GLOBAL

Projects In Progress

Started, Not Complete | Funded, Not Started/Preliminary Stages



In Progress: Started, Not Complete (Ongoing)

Replace campus water lines (Phase I and Phase II)

\$900,680 State-funded controlled maintenance

Phase I consists of replacing existing valves and adding new valves for building isolation

Phase II includes new water main tap with distribution

Technology Building - Construction Management, Engineering, Education, and Automotive Industrial Management | Nunn/HCM selected as Design-Build team

Design phase has begun; abatement expected to be complete by April 28, 2023

Nunn Construction will take over building in May 2023

Master Plan, FY 22/ FY23 – SmithGROUP | Work is wrapping up
Presentation to BOG in June 2023

**COLORADO STATE
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In Progress: Funded, Staged and Preliminary

Upgrade building fire alarms (phase I and II)

AX/Athletics buildings are currently system financed

(anticipated: Spring/Summer 2023)

Refurbish elevators, upgrade ADA compliance in four

buildings – 1 of 4 (HSB) complete; 3 of 4 in progress

(scheduled LS, CHEM, and ADMIN for May – August 2023)

**COLORADO STATE
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Replace Campus Water Lines, Phase II

Phase II includes new water main tap with distribution (**approved FY23 Long Bill; work began, spring 2023**)

Problem:

- 1) CSU Pueblo does not have the capacity to effectively irrigate
- 2) Existing water lines have deteriorated, and many existing isolation valves are inoperable

**COLORADO STATE
UNIVERSITY SYSTEM**

COLORADO STATE UNIVERSITY
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Upgrade Fire Alarms, Phase II

To replace infrastructure in four more state selected buildings to include horns, strobes, wire and smoke detectors (approved, FY23 Long Bill; work began spring 2023)

COLORADO STATE
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3 Roofs, Replaced

To replace roofs on 3 critical buildings: Art/Music, Heat Plant, Physical Plant (**approved, FY23 Long Bill; work began, spring 2022**)

**COLORADO STATE
UNIVERSITY SYSTEM**

COLORADO STATE UNIVERSITY
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New Projects: Upcoming Priorities

Phase II, Technology Building Renovation (apx. \$14.5M) **PRIORITY FY 25**

Administration Building Renovation, \$21-31M

Physical Plant Renovation, \$20-32M

Controlled Maintenance: Upcoming

Campuswide Electrical upgrades, \$3-\$4M

Campus Elevator Replacements, \$7-\$10M

Campuswide C-Bord Upgrades, \$3-\$4M



Replacement/Upgrade of Building Fire Alarm Equipment, Phase 3, \$1.6M






Thank you

Questions? Email: donna.souder@csupueblo.edu



Project	Bonds/Funding		Occupancy	Status as of March 2023
<p>Lory Student Center Phase 3 Revitalization and Adult Learner & Veteran Services addition</p> <p>Total Budget: \$33,700,000</p>	<p>\$22,000,000-bond funds</p> <p>Student fees</p> <p>\$11,700,000-LSC and ALVS reserves</p>		<p>June 2023-partial for bookstore</p>	<p>This project will revitalize the north section of the Lory Student Center, focusing on MEP upgrades, and finishes. Approximately 9,300 gsf will be added to accommodate the Adult Learner and Veteran Services (ALVS) program.</p> <p>North entrance open, back of house abatement and MEP underway. ALVS expansion and bookstore upgrades in progress. Upgrades to ballrooms and Aspen Grille pending.</p>
<p>Meridian Village Ph 1</p> <p>Total Budget: \$130M</p>	<p>\$130,000,000-bond funds</p> <p>Housing and Dining Services</p>		<p>Tbd</p>	<p>This project will construct approximately 1000 beds for 1st and 2nd year students, with a satellite dining facility.</p> <p>This project has been contractually terminated.</p>

Project	Bonds/Funding		Occupancy	Status as of March 2023
<p>Women's Soccer/Softball Complex</p> <p>Total Budget: \$10.7M</p>	<p>\$7,500,000-bond funds</p> <p>\$2,200,000-Athletic reserves & CSU</p> <p>\$1,000,000-donor</p>		<p>June 2023</p>	<p>The project will construct a NCAA Division 1 quality softball/soccer complex with competition and training facilities for women's soccer and softball, along with restroom facilities for athletes.</p> <p>Softball field substantially complete for first game on March 17, 2023. Press box and field lighting delayed due to supply chain issues. Soccer field work ongoing.</p>
<p>Chiropteran Research Facility</p> <p>Total Budget: \$8.75M</p>	<p>\$6,750,000-NIH Grant</p> <p>\$2,000,000 - OVPR funds</p>		<p>September 2024</p>	<p>This project will construct a 10,000 gsf stand-alone bat vivarium adjacent to the Center for Vector-borne Infectious Diseases (CVID) building located on the Foothills Campus.</p> <p>Prequalification of contractors is complete; bid planned for May 2023.</p>

Project	Bonds/Funding		Occupancy	Status as of March 2023
<p>Clark Building Revitalization</p> <p>Total Budget: \$135.2M</p>	<p>\$8,000,000-phase 1 funding from State Revenue Loss Restoration Fund</p> <p>\$30,000,000-phase 1 CSU cash funds authorization</p>		<p>August 2026</p>	<p>The project will renovate the Clark Building and construct additions to the A and C wings.</p> <p>Phase 1 funding of \$8M state and \$30M cash fund authorization has been received from the state.</p> <p>Design-Build team has been selected. Program verification underway.</p> <p>Project was revised to four phases at the request of the Capital Development Committee. Phase 2 funding of \$24M state and \$9M cash fund authorization is pending legislative approval.</p>

APPENDIX III

Higher Ed Readings

CSU's governing board has voted without dissent for at least 12 years. Here's its process.

The Coloradoan; March 2, 2023

A look at more than 250 votes taken by the CSU System Board of Governors over the last 12 years shows that all motions have passed and nearly all have passed unanimously. Some in the Fort Collins community think this proves the Board simply approves all ideas coming from System Chancellor Tony Frank or others in CSU leadership; however, Board Chair Kim Jordan says it's proof of an approach that is iterative and takes place over time. Jordan and Frank both point out that proposals are often brought to the Board months or years in advance of a vote. By the time a vote is called, Board members have had a chance to ask questions, provide input, and in some cases significant changes have been made to the original proposal.

Colleges have been a small-town lifeline. What happens as they shrink?

The New York Times; March 13, 2023

As industrial and manufacturing jobs have disappeared from communities across the United States, higher education institutions have often taken their place as an economic anchor, providing steady and well-paying jobs in small towns throughout the country. But as fewer Americans have children and fewer of those children pursue degrees, small towns have started to feel the impact in ways ranging from fewer student employees and volunteers for town jobs and events to less demand for merchandise that plays off university nostalgia. And while undergraduate enrollment is down overall, it's a squeeze mainly felt by smaller regional universities, as large flagships are thriving.

Stop requiring college degrees for jobs that don't need them

Vox; March 19, 2023

A 2017 report led by researchers at Harvard Business School found that more than 60 percent of employers rejected otherwise-qualified candidates who lacked a bachelor's degree. They also found that millions of job postings listed degree requirements for jobs that were currently held by workers without degrees, something the researchers referred to as degree inflation. An awareness and advertising campaign, helped along in part by a tightening labor market and a recent emphasis on DEI ("degree inflation" particularly affects Black and Hispanic candidates as they are less likely to

have a degree) has led to a beginning reversal in this trend; last year, researchers found that 46% of “middle skill” jobs and 37% of “high skill” jobs no longer required a bachelor’s degree, and asked for certain technical and social skills instead.

Treating farm families unfairly?

Inside Higher Ed; March 20, 2023

The recent FAFSA Simplification Act, intended to overhaul the FAFSA system, removed an exemption that allowed small businesses and family farms (defined as having fewer than 100 employees) to be exempt from the net worth formula, an exemption which previously applied to 98% of family farms in the United States. Higher education administrators worry that the removal of the exemption will not only make the FAFSA more complicated but will allow for much lower levels of financial aid for children whose families run farms and small businesses by making them appear far wealthier than they are.

Tony Frank: On perception vs. reality

Check out the latest Chancellor’s letter from Dr. Frank.

CSU Spur: April update (Summer camp applications are open!)

Check out the latest news from CSU Spur.

Together We Grow: March update

Check out the latest news from Together We Grow

CSU's governing board has voted without dissent for at least 12 years.

Here's its process.

The Coloradoan

The people charged with overseeing the Colorado State University System never say no.

Not in recent history, at least.

A Coloradoan analysis of more than 250 votes by the CSU System Board of Governors over the past 12 years found that nearly every vote of the nine-member board was unanimous and no motions failed to pass.

That trend has led some in CSU's Fort Collins community to question whether the board's decisions are simply a rubber stamp on ideas coming from CSU System Chancellor Tony Frank and other top CSU administration.

But being unified as a board is not a bad thing, Chair Kim Jordan said, because it's the result of an approach that is iterative and takes place openly over time.

Still, with the board set to vote on a proposed tuition increase of 4% for in-state students and 5% for out-of-state students next year, its voting history means a student petition now circulating against those increases isn't likely to have any more impact than the strong objections of faculty council members upon the selection of Amy Parsons as CSU-Fort Collins president.

After Parsons was named sole finalist last year, some faculty members said they felt the selection process was a sham, designed to identify a candidate publicly that the board had already chosen for the position. Others, citing Parsons' close ties to Frank, worried that she would serve only as a "puppet" of the chancellor, eliminating the Fort Collins campus' independence from the CSU System.

The board ultimately voted 9-0 in favor of her hiring.

Two of the board's most controversial decisions, the final approval to build an on-campus football stadium in 2015 and firing of CSU-Fort Collins

President Joyce McConnell last June, were also approved unanimously, although one former board member — Joe Zimlich — chose to abstain rather than vote for or against the stadium project.

Other board members have chosen to abstain from voting on a specific motion or recused themselves because of a potential conflict of interest.

But in the past dozen years analyzed by the Coloradoan, every motion brought before the board by the CSU System chancellor, presidents of one of its three campuses or an individual board member has been approved.

Votes by the board's standing committees are almost always unanimous, too, according to a review of meeting minutes for the Audit and Finance; Academic and Student Affairs; Real Estate/Facilities; and Evaluation committees.

Retired CSU political science professor John Straayer said the board operated in much the same fashion from 1992 to 1994, when he served as the faculty representative for the Fort Collins campus.

"It was all pretty much a happy family with little division on issues," Straayer wrote in an email.

Straayer was one of more than a half-dozen experts on legislative bodies and governance the Coloradoan reached out to in an effort to determine how common it is for governing boards to approve every motion that comes before them. None were aware of any studies or research specific to that topic.

How does CSU's Board of Governors always reach agreement?

Jordan, the co-founder of New Belgium Brewing and current chair of the Board of Governors, said the board exercises its oversight through consultation rather than approval and rejection.

Proposals are often brought to the Board of Governors during public meetings months or even years before they are brought to a vote, allowing board members to ask questions and provide input along the way.

Significant changes are sometimes made to those proposals through that process, all but ensuring a favorable vote.

“We get an update; we thank people,” Jordan said. “Then next time, maybe it’s an update with a funding request. So, it’s iterative and kind of a built-upon process. So, by the next time we’re voting on it, we’ve said, ‘What about the cost? What does this do for student success?’ In whatever area it lives, we’ve done some work.

“I’m a governance nerd, and I happen to think this is a good way to process things, because it also gives you time to let it percolate and for one to think, ‘Well, what is it about that that I don’t like?’ And then you can ask more informed questions.”

Vice Chair Armando Valdez, former U.S. Rep. Betsy Markey and other board members declined interview requests for this story through a CSU System spokesperson, choosing to let Jordan speak on their behalf.

Frank and the office of Gov. Jared Polis also declined interview requests, responding instead with emailed responses.

“Throughout the year, the CSU System staff works to provide board members with information about our campuses and the programs, budgets and initiatives within them,” Frank wrote. “The staff provides background, responds to board member questions and adjusts efforts based on board feedback.

“When it comes time for a vote, board members are familiar with topics and have had many opportunities to learn about those topics — they each arrive at their positions independently based on their charge to best represent the citizens of Colorado.”

The University of Colorado Board of Regents, given the same authority by the state over that university's four campuses that the Board of Governors exercises over the CSU System, approves most of the motions that come before it for a vote, as well, an analysis of its voting record shows.

But not always.

CU Regents rejected resolutions in 2021 that originated from its own membership: One would have prevented the university system from considering race, ethnicity and gender in its decision-making, and another would have repealed its COVID-19 vaccine mandate. Both were 6-3 votes.

The CU board often has a dissenting vote or two on significant decisions. The December vote to approve the hiring of Deion Sanders as CU's new football coach was 8-1, as was a February vote to approve new certificates in its School of Education.

What is the purpose of the CSU Board of Governors?

The CSU System Board of Governors is responsible for the “supervision and control” of the university’s main campus in Fort Collins, as well as the CSU-Pueblo campus and CSU Global, an online university. That includes controlling and directing all money received; acquiring, maintaining, selling, leasing and exchanging property; and the hiring and supervision of the CSU System chancellor and presidents of each campus.

“We are the stewards of taxpayer funds, and we want to make sure that they’re being used appropriately,” Jordan said. “And the other part is to really drive that land-grant mission of access and agriculture.”

Who are the members?

The board consists of nine voting members, appointed by the Colorado governor with the consent of the state Senate, and six advisory members representing various constituencies within the university system.

Voting members must include at least:

- one CSU graduate or resident of Larimer County
- one graduate of CSU-Pueblo or resident of southern Colorado (defined as Alamosa, Baca, Bent, Chaffee, Conejos, Costilla, Crowley, Custer, Fremont, Huerfano, Kiowa, Las Animas, Mineral, Otero, Prowers, Pueblo, Rio Grande and Saguache counties)

- and at least two members with “substantial experience in the production of agriculture,” according to the state statute that created the board.

Other voting members “shall be made with consideration given to broad geographical representation, whenever possible. And no more than five of the nine voting members can come from the same political party.

A single voting member can fill more than one of the above roles. For instance, one member might be a Larimer County resident with substantial experience in agricultural production.

Current voting members are:

- Kim Jordan, chair, co-founder and former CEO of New Belgium Brewing and CSU graduate who lives in Fort Collins
- Armando Valdez, vice chair, owner of a farm and ranch in the San Luis Valley and the Colorado director of rural development for the U.S. Department of Agriculture
- Nathaniel “Nate” Easley Jr., secretary, former president of the Denver Public Schools Board of Education who runs his own educational consulting business
- Polly Baca, CSU graduate, a former member of the Colorado Senate and House of Representatives and first Latina woman in the country to serve in both chambers of her state legislature
- John Fischer, founder of a company that provides service processing systems in the mining, power and primary metal industries and another that focuses on effective design and construction of pollution-control systems in those industries
- Ray Baker, Pueblo native who has been involved in banking and real estate for 35 years
- Kenzo Kawanabe, fourth-generation Coloradan and partner at Davis Graham & Stubbs, where he is a trial lawyer
- Betsy Markey, Fort Collins resident and former member of the U.S. House of Representatives and assistant secretary for intergovernmental affairs for the U.S. Department of Homeland Security under President Barack Obama

- Louis Martin, longtime rancher and founder and CEO of Round River Resource Management, a company dedicated to managing ranch lands and livestock for economic and ecological stability

Nonvoting advisory members are elected or appointed by their respective governing bodies, representing each of the following constituencies:

- One elected officer of the student body who is a full-time junior or senior student at CSU
- One elected officer of the Faculty Council of CSU having a rank of associate professor or higher
- One elected officer of the student body who is a full-time junior or senior student at CSU-Pueblo
- One elected officer of the Faculty Council of CSU-Pueblo having a rank of associate professor or higher
- One student in good standing for the CSU-Global student body, to be recommended by the CSU-Global student affairs committee and approved by the governing council
- One CSU-Global faculty member with a minimum of three years of service with CSU-Global, to be recommended by the faculty affairs committee and approved by the governing council

How are voting members selected?

The governor's office for boards and commissions accepts recommendations, Jordan said, and "conducts extensive outreach" for candidates, said Melissa Dworkin, a spokesperson for Polis.

Dworkin, in an email, went on to note that the governor's office looks for "relevant experiences other board members do not have to help fill gaps." Diversity, she wrote, is also a key consideration.

"This means diversity in all its many forms — racial and ethnic, geographic, gender identity, educational background, and socioeconomic status, in addition to diversity of life experience and perspective. When adding a new member to the board, we look for someone who will bring a background or voice that is not represented in its current membership."

Board members do not receive pay but are reimbursed for expenses

Members of the board serve on a voluntary basis, with no pay.

They are, however, reimbursed for expenses related to their duties, including mileage, lodging and meals for travel to and from meetings that generally require overnight stays — sometimes for multiple nights.

Members serve four-year terms, with a limit of two terms

Why aren't board members elected, like the University of Colorado Board of Regents and the Colorado Board of Education that oversees K-12 school districts throughout the state?

No answer to that question was given when asked of the governor's office, which replied with an emailed statement about how appointments are made, and the CSU System Board of Governors.

However, the CU Board of Regents and Colorado Board of Education are newer than the CSU System Board of Governors, which was created under a different name in the 1870s to oversee the new State Agriculture College that is now CSU.

CU Regents and state board of education members are selected through partisan elections by congressional district, one per district, with additional at-large seats (two for the regents and one for the board of education) elected statewide.

Jordan said the way the CSU board is assembled lends itself more easily to a respectful, collegial approach to its duties than that of a board selected through partisan elections.

"We are not elected, and so our motivation — I can't speak to the CU motivation — I can say our motivation is primarily for the success of the university," Jordan said. "... We make a point of trying to keep it serious, respectful and engaging."

When and where does the CSU Board of Governors meet?

State statute requires the CSU System Board of Governors to meet on the main campus in Fort Collins twice a year. Board members have chosen to meet more frequently with additional meetings rotated through Pueblo, Aurora (CSU Global), the CSU System offices and the new Spur campus in Denver.

Regular meetings, usually lasting two days apiece, are held five times each academic year from August through June. The board also holds two retreats each year in conjunction with its regular meetings and schedules additional meetings, as necessary.

The next scheduled meeting is May 4-5 at the Lory Student Center on the Fort Collins campus.

Colleges have been a small-town lifeline. What happens as they shrink?

The New York Times

For decades, institutions of higher education provided steady, well-paid jobs in small towns where the industrial base was waning. But the tide of young people finishing high school is now also starting to recede, creating a stark new reality for colleges and universities — and the communities that grew up around them.

As Americans have fewer children and a diminishing share of young adults pursue a degree, the once-burgeoning market for college slots has kicked into reverse. Although undergraduate enrollment stabilized somewhat in 2022, it's still down about 7.6 percent since 2019.

“It looks like the future is declining numbers of young people likely to attend college, even in growing areas like the Mountain West,” said Nathan Grawe, an economics professor at Carleton College in Minnesota who studies the demand for postsecondary education. “We’ll start to have some tough stories.”

Evidence of a shrinking student body is everywhere in the western Pennsylvania borough of Clarion, population 3,880, which has taken immense pride in the graceful campus of Clarion University since the institution was founded as a seminary 156 years ago.

Since 2009, when it had 7,346 students, the university has shrunk by nearly half. With the drop in enrollment has come the loss of nearly 200 staff members, mostly through attrition. Last year, the school even lost its name, as it was merged with two of the 13 other universities in the Pennsylvania State System of Higher Education, creating a multicampus university called PennWest.

Tracy Becker, who looks out on Main Street from her broad desk at the city’s chamber of commerce, says there aren’t as many young volunteers for community events like the annual Autumn Leaf Festival, which has been held during homecoming weekend since 1953.

Kaitlyn Nevel's cafe used to be staffed mostly with university students; now she has one such employee. As foot traffic lightened, she branched into catering. "Ideally, I would love to see the university stay and thrive, but you just have to try and have however many backup plans," Ms. Nevel said.

As Ms. Nevel's resigned optimism suggests, declining enrollment doesn't necessarily spell doom for college towns. Despite the lower student head count, few empty storefronts mar Clarion's downtown. It has even [attracted new businesses](#) like Mechanistic Brewing, which Chelsea Alexander started with her husband in 2019 after moving back from Washington, D.C.

Ms. Alexander is one of 28 people in her family to attend the local university. Since 1905, her family has run a clothing shop in town, which sells a line of T-shirts that trade on alumni nostalgia for favorite eateries that have long since closed and for towering dorms that have been demolished. But as graduating classes shrink, even alumni visits will taper off.

Ms. Alexander's father, Jim Crooks, operates the store, and he has organized local merchants to spruce up the compact main street and market their businesses to potential visitors who may have no such connection to the town.

"For many years, the university was carrying a lot of the businesses," said Mr. Crooks, who has also converted four apartments above the shop from student housing into Airbnb lodgings. "Everybody's just saying, 'We can't depend on the university.'"

Although Pennsylvania's university system had been shrinking for a decade, along with the rest of higher education, it experienced a sudden shock when students disappeared during the pandemic. Among those who noticed: the leaders at the Federal Reserve Bank of Philadelphia, whose territory across Pennsylvania, New Jersey and Delaware has a higher density of colleges and universities than most.

Along with large hospital systems, which are often affiliated with universities, educational institutions make up a substantial share of local economies that used to be dominated by manufacturing, logging and mining. Patrick T. Harker, the president of the Philadelphia Fed, wanted to find out how big

that share was — since the education and medical sectors were starting to show cracks as well.

“Traditionally, ‘eds and meds’ have been thought of as recession-proof,” Dr. Harker said. “This pandemic showed that is not true.”

Not all of those institutions are equally vulnerable, however. Rural hospitals have been drying up even as large health care chains build new facilities in fast-growing suburbs, while the dwindling pool of students flocks to state flagships. “They’re stronger than ever, while the regional systems are really struggling,” said Deborah Diamond, an economic development expert at the Philadelphia Fed.

Dr. Diamond put together a tool that showed how much different regions depended on health care and higher education. The places at the top of the dependence list were predictable, like the Durham-Chapel Hill area of North Carolina, with two powerhouse universities. But they also included smaller areas, like the one surrounding Bloomsburg, Pa., two and a half hours east of Clarion on Interstate 80. There, institutions including Geisinger Health and Bloomsburg University — another state-owned school — make up 21.9 percent of local employment and 18.3 percent of regional income.

“As we’ve seen some declines in manufacturing employment, their economic relevance is higher than it’s ever been,” said Fred Gaffney, the president of the area’s chamber of commerce.

A similar set of factors is evident in Clarion County, where the university is still the largest employer, followed by Clarion Hospital. Walmart comes next, and then a few plants making building materials and prefabricated housing, several social service organizations and the county government. The county used to have more manufacturing, including a large glass plant that closed in 2010. As that receded, so did the county’s population; its labor force dropped to 16,000 in 2022, from about 21,000 in 2008.

In the same period, Clarion University’s enrollment began to fall, as did state funding, raising the price of attendance. In 2021, Daniel Greenstein, the chancellor of the State System of Higher Education, proposed forming two

clusters of three schools each, to consolidate operations and offer more classes across campuses.

“We had to align our costs with our new enrollment numbers,” Dr. Greenstein said in an interview. “We were built out as if we were still having 120,000 students when we had 85,000. You just can’t do that. Like every American family, you have to live within your means.”

At the same time, Mr. Greenstein requested more money from the State Legislature to enable the system to freeze tuition and offer more scholarships, which he said was critical to arresting the slide in enrollment. The state increased the system’s base funding by 15 percent in 2022 and threw in \$125 million from a federal stimulus measure. The freshman class grew slightly last fall, but not enough to offset another overall drop in enrollment.

For the merged schools, swooning enrollment underestimates the degree to which student presence has faded on campus. To bolster their course catalogs, the schools are offering more of their classes online. That allows some students to show up in person only a few days a week — a trend that may accelerate as the system pursues more adult students, some of whom just need to finish degrees or complete shorter certificate programs.

Clarion’s mayor, Jennifer Fulmer Vinson — another Clarion graduate — sees that as a loss for the borough. History classes come less often to her antiques shop, which sits in a century-old house reclaimed from a long-gone fraternity, stuffed with curios including an old Coke machine and a cabinet full of war medals.

“Why are students going to come pay to live on campus when they never leave their room?” Ms. Vinson said. “It’s become more of a ghost town.” (The university says that the first-year student experience is meant to be campus-centered and that most courses will remain in person.)

About an hour’s drive west on Interstate 80 from Bloomsburg, the town of Lock Haven also has a university that last year merged with two others in the state-owned system. As the school has shrunk and well-paid staff

members have moved away, the state's substantial tax-free land holdings have started to grate on local residents.

Gregory Wilson, the city manager, has created a handout showing what the median property owner pays in taxes to subsidize Lock Haven University: \$186 annually.

"I think the hope has always been that the investment they're making to have the university here is somehow returned to them," Mr. Wilson said. "But that becomes a harder sell as the university becomes smaller."

The contraction has come alongside another recent and unwelcome development: The local hospital, which the sprawling University of Pittsburgh Medical Center bought in 2017, announced in January that it would shutter its inpatient operations, forcing residents to travel at least a half an hour for serious care.

All of it has been profoundly frustrating for Angela Harding, a Clinton County commissioner, who says that while she values the hospital and the university, drawing new residents to Lock Haven becomes harder as those economic anchors lose their grip.

"I'm sick and tired of having to fight for every single crumb that we get," Ms. Harding said.

Colleges and the towns they occupy can do little about demographic currents. But they should, experts say, reinforce each other — the university can offer space for community functions and support for small businesses, for example, while the town can throw events for prospective students and their parents. Vacant student housing could be converted into homes for new residents who might be able to work remotely or want a quiet place to retire.

Matthew Wagner, the director of programs for Main Street America, a group dedicated to the development of small downtowns, says he sees less town-gown tension now that municipalities and schools understand their shared fates.

“Much like if you had a manufacturer that was facing headwinds, we need to think of the university as an economic development retention program, and direct our assets and resources that way,” Dr. Wagner said.

Lock Haven has taken that idea to heart. Its main street is vibrant, with several new boutiques interspersed with longstanding local restaurants. Fabre Sanders, whose father runs a window-treatment store, moved back from Boston a few years ago to start a candy and gift shop. During the pandemic, she said, residents did everything they could to keep the shops alive.

“They looked around and said, ‘If we don’t support the local we have, we’re going to have nothing,’” Ms. Sanders said.

Stop requiring college degrees for jobs that don't need them

Vox

When President Joe Biden recently touted the hundreds of billions of dollars invested into American manufacturing in the last two years, he included a talking point that previous Democratic presidents might not have bragged about. New factories in Ohio, he said, could offer thousands of “jobs paying \$130,000 a year, and many don’t require a college degree.”

When Biden highlighted those non-college jobs at the State of the Union, it was just three weeks after Pennsylvania’s new Democratic governor Josh Shapiro eliminated the requirement of a four-year college degree for the bulk of jobs in Pennsylvania state’s government, two months after Utah’s Republican governor Spencer Cox did the same, and nearly one year after Maryland’s Republican governor Larry Hogan set off the trend. Since the president’s State of the Union, Alaska’s Republican governor Mike Dunleavy has also followed suit.

Maryland’s newly elected Democratic governor, Wes Moore, plans to continue opening up state jobs to non-college-educated workers, confirmed his spokesperson.

For liberal politicians like Moore, Shapiro, and Biden, promoting policies to help the more than 70 million American workers who never graduated from college is rooted partly in politics, as Democrats have struggled recently to earn support from non-college-educated voters, especially men. After decades of prioritizing college attendance, the Democratic Party has been scrambling to figure out how to change the widespread perception that its leaders are out of touch with the struggles of average people.

But the announcements we’ve seen haven’t just come from Democrats looking to appeal to voters or just from elected officials. And they’re not even mere reactions to the heightened competition for workers, though that’s part of it.

The moves are the result of a concerted effort, backed by staggering research and a multi-million-dollar advertising campaign, to educate employers on broken hiring practices that have needlessly locked two-thirds

of the workforce out of higher-paying American jobs. For decades, more and more job postings have reflexively required college degrees. Now it's finally being recognized this was a mistake.

Why so many jobs started requiring college degrees that didn't before

The story of college degree requirement creep begins back in the 1980s, as employers started to hire globally for workers and tech automation started to change the nature of many domestic jobs in America. As routinized factory work began to be replaced by machines or outsourced to other countries, one consequence was a shift toward expecting workers to handle more social tasks, with so-called "soft skills" that facilitate collaboration like conscientiousness and the ability to make small talk.

Between 1980 and 2012, jobs requiring high levels of social interaction grew by nearly 12 percentage points as a share of the US labor force, according to Harvard education researcher David Deming. As a hiring proxy for this, companies started to turn to four-year college degrees.

These trends accelerated during the Great Recession, when employers had a labor surplus to choose from. Of the 11.6 million jobs created between 2010 and 2016, three out of four required at least a bachelor's degree, and just one out of every 100 required a high school diploma or less.

These changes were documented in a 2017 study led by researchers at Harvard Business School. Their report, "Dismissed by Degrees," found more than 60 percent of employers rejected otherwise qualified candidates in terms of skills or experience simply because they did not have a college diploma, and that the imperfect BA proxy had many negative consequences for workers and companies alike.

One of the researchers' most revealing findings was that millions of job postings listed college degree requirements for positions that were currently held by workers without them. For example, in 2015, 67 percent of production supervisor job postings asked for a four-year college degree, even though just 16 percent of employed production supervisors had graduated from college. Many of these so-called "middle-skill" jobs, like

sales representatives, inspectors, truckers, administrative assistants, and plumbers, were facing unprecedented “degree inflation.”

The report pointed to employer surveys that showed workers without college degrees were often considered just as productive on the job as their college-educated counterparts. They were also less likely to turnover and less expensive for companies to hire. Degree inflation was particularly harmful to Black and Hispanic job applicants, the researchers noted, since they’re less likely than white applicants to have college diplomas.

“That report was a wakeup call for companies but it definitely took some time to get out there,” said Elyse Rosenblum, the founder of Grads of Life, a nonprofit that backed the study and encourages businesses to adopt more diverse hiring practices.

Rosenblum’s group grew out of work that began during the Obama administration to help so-called “disconnected youth” — referring to the roughly 4 million young adults, ages 16-24, who were neither working nor in school. These efforts led to a national 2014 “Grads of Life” ad campaign, followed soon after by a national organization with the same name.

Another major player focused on degree inflation is Opportunity@Work, a group founded in 2015 originally to support an Obama White House initiative dedicated to expanding the tech hiring pipelines. In 2019, Opportunity@Work turned its full attention to helping all 70 million workers without four-year degrees. To refer to these workers, they coined the term “STARs”, an acronym for Skilled Through Alternative Routes.

“We felt it was important to name this talent category for what it is, a skilled talent group,” explained the group’s chief operating officer, Shad Ahmed.

Opportunity@Work helped bring about more discourse-shifting research. Working with Peter Blair, a professor at Harvard’s Graduate School of Education, in March 2020 they published their first study, “Reach for the STARs,” which found that workers in low-wage jobs often have skills that are in high demand by higher-wage employers. Over 5 million workers without college degrees, they noted, were already in jobs paying at least \$77,000

per year, proving “that a bachelor’s degree is not the only route to gain skills for higher wages.”

Nine months later, Opportunity@Work published a second report, looking at mobility barriers among high-skilled non-degree holders, and launched a hiring database to help connect STARs with local employers.

The tightening labor market, George Floyd’s murder, and the pandemic all sped up hiring reform

Years before governors and the president started talking about degree inflation, some companies were already ahead of the curve. Perhaps the most widely recognized leader is the technology conglomerate IBM, which back in the Great Recession realized it needed to loosen its hiring requirements to stay competitive.

“They say necessity is the mother of invention, and that’s essentially where we found ourselves about 10 years ago,” explained IBM’s chief human resources officer, Nickle LaMoreaux, pointing to the shortage of skilled tech workers, the “half-life” of tech skills, and the fact that two-thirds of US adults lacked bachelor’s degrees. By 2021, half of IBM’s US jobs no longer required a college degree.

Ahmed said in addition to a tightening labor market, George Floyd’s murder and the attention that brought to structural racism in America generated new focus on diversity, equity, and inclusion in businesses.

“Nonessential degree requirements aren’t race-neutral,” Ahmed and Blair wrote in the Wall Street Journal in 2020. “They embed into the labor market the legacy of black exclusion from the U.S. education system—namely, the antiliteracy laws that made it illegal for blacks to learn to read, the separate and unequal schools that kept them from catching up, and the limited progress since then on policies designed to remedy racial discrimination.”

In December 2020, in response to Floyd’s death, business leaders launched the OneTen coalition with the goal of placing 1 million Black Americans without college degrees in “family-sustaining jobs” over the next decade.

The high-profile effort was led by IBM's executive chairman and Merck's chief executive, and included leaders from companies like Cisco, Nike, Target, and American Express. One year later, the coalition announced it had expanded to include 60 member companies. Part of their work involves identifying alternative ways to discern whether workers possess the skills they need.

This past September, a new chapter in this broader culture-shifting work began. Developed in partnership between Opportunity@Work and the Ad Council, a nonprofit that sponsors public service advertisements across the country, a campaign to "tear the paper ceiling" launched, focused on removing barriers to workers without college degrees. Nearly 50 national groups participated in the campaign's launch at an event co-hosted with LinkedIn.

There's evidence of an "emerging degree reset"

The hard work is starting to pay off. Earlier this year, the New York Times editorial board published a piece that praised the work of companies like IBM and governors like Josh Shapiro for expanding their hiring practices to include individuals without college diplomas. "Making college more affordable is important, but there are other keys to the doors of opportunity as well," they wrote.

Last year, researchers from Harvard Business School and the Burning Glass Institute found evidence of what they called "an emerging degree reset" in hiring. By analyzing over 51 million job postings dating back to 2014, the researchers found that between 2017 and 2019 roughly 46 percent of "middle-skill" and 37 percent of "high-skill" occupations no longer asked for a bachelor's degree, and instead had job postings listing technical and social skills instead. The report concluded that based on the trends they were observing, an additional 1.4 million jobs could open to workers without college degrees in the next five years.

"Jobs do not require four-year college degrees," the report's authors wrote. "Employers do."

Getting more employers to rethink their degree requirements will take hard work. Rosenblum, of Grads of Life, said one of the biggest barriers is just changing mindsets. “Employers have grown up in a system where the four-year degree is the proxy and there’s a perception that it’s risky to do something different,” she said.

So far, there is no perfect, universal alternative assessment to identify the professional skills employers have previously relied on a Bachelor’s degree to signal. But Rosenblum and Ahmed from Opportunity@Work say there’s a lot of work happening right now to develop those tools, such as creating micro-credentials for individual industries. Software developers reflect a good example of an industry that has embraced new hiring practices, partly because employers have found other ways to verify the quality of someone’s coding skills, making college degrees less relevant. The challenge is finding out how to create comparable assessments for other fields.

Ahmed said there’s still a lot of work to do to get managers to realize that STARS are half of the talent pool. “Many just do not know, we’re all in our own cocoons,” he said.

New data released this month suggests employers are hiring at a slower rate, and economists still warn of a possible recession this year as inflation persists. Advocates for hiring workers without college degrees say it’s critical that employers don’t revert to the same flawed hiring proxies they adopted following the last big economic downturn.

“I do have frankly a lot of concern,” said Rosenblum. “We’re having a lot of change in our labor market, things are weakening, and we’re seeing companies doing hiring freezes and layoffs. We’re spending a lot of time talking with business leaders about the need to make sure we don’t go back to what happened in the 2008 recession.”

Treating farm families unfairly?

Inside Higher Ed

Higher education administrators say a change in the federal student aid formula could mean lower levels of financial aid for children whose parents run family farms or small businesses, and they want Congress to take action.

Currently, a family with an adjusted gross income of \$60,000 and a farm worth \$1 million would be expected to contribute \$7,626 annually for college. But under the new federal financial aid formula that will launch later this year, that same family would be expected to contribute \$4,056, the Iowa Student Aid Commission found in a recent report.

“It makes people look richer than they actually are,” said Mark Wiederspan, executive director of the commission.

Currently, the net worth of farms or businesses with fewer than 100 employees is exempt from the formula. However, the recent law that overhauled the federal student aid system known as the FAFSA Simplification Act removed that exemption. (Families that make less than \$60,000 won't have to answer questions about assets.) The changes from the act, which includes a simplified version of the Free Application for Federal Student Aid, will go into effect for the 2024–25 academic year. The new application is supposed to launch in the fourth quarter of this year, though some are skeptical the Education Department will meet that deadline.

Some experts are doubtful that Congress will make any changes before the new application rolls out, and the farm and small business exemption will likely be considered in future years.

Wiederspan and others are concerned that the change will add another barrier to completing the FAFSA by making the process more complicated for some families and requiring more guidance from the Education Department. He noted that farms and businesses are different from other assets that could be sold for cash to pay for college.

“The net worth includes everything,” he said. “It includes the combine, the grain silos and the land. That’s a physical investment, and it’s completely different from a liquid investment that you can quickly cash in.”

Wiederspan wants Congress to restore the exemption.

“If the intent of the FAFSA simplification was to get more people to be aid eligible, we can still achieve that without having to hurt farmers,” he said.

The U.S. Department of Agriculture [considers](#) a family farm to be any farm where most of the business is owned by the operator or family members. About 98 percent of the country’s farms fall under this category. Family operations that make less than \$350,000 in gross income account for about 89 percent of all U.S. farms. A small business, for the purposes of the FAFSA, is one with fewer than 100 employees.

The Iowa Student Aid Commission found similar aid eligibility for families when the farm or business’s net worth is less than \$250,000, but families are eligible for less aid than under the current system when the net worth exceeds \$500,000.

“We anticipate that many family farms in Iowa with a net worth exceeding \$500,000 are likely to be impacted, as research from Iowa State University found that the average net worth of farms in Iowa was approximately \$1.9 million in 2021,” the commission’s report states.

Wiederspan added that the issue of whether to include the value of family farms in the financial aid calculation is not new.

“This has always been an issue in the past, and Congress rectified it, and it’s never been a problem,” he said. “But all of a sudden, now it is.”

Thomas L. Harnisch, vice president for government relations at the State Higher Education Executive Officers Association, said removing the exemption is a “step backward for students and families,” especially at a time of declining enrollment in rural areas.

“The vast majority of family farms and businesses are small, and this provision will introduce some new complexity into a process that was supposed to be simplified,” he said. “We were concerned that this could act as a barrier to students from a family-farm or small-business background to access higher education.”

Harnisch said the change could create financial and administrative challenges for family farms and small businesses.

“I’m from a small farming town in Wisconsin, and I can tell you that the vast majority of these farms are not mega-enterprises,” he said. “These are working-class students, and the assets that they have on those farms are not something that they can easily translate into money to finance their higher education.”

SHEEO is one of several organizations that have sent letters to Congress in the last month asking lawmakers to address the issue.

Congress is showing signs that it is listening to those calls. A bipartisan group of House lawmakers, led by Kansas representative Tracey Mann, a Republican, and California representative Jimmy Panetta, a Democrat, introduced a bill to bring back the exemption. The bill has been referred to the House Committee on Education and the Workforce. In the Senate, a bipartisan group sent a letter to Education Secretary Miguel Cardona seeking more information about the issue, particularly about the department’s plans to provide families with more guidance.

“These farm families, whose businesses are vital to our states’ communities and economies, need prompt and tailored guidance that considers their unique business model and will help families better understand how implementation of the FAFSA Simplification Act will affect their participation in federal financial aid programs,” Iowa senator Chuck Grassley wrote in the letter.

Senator Joni Ernst, the other Iowa Republican, and two Democrats—Colorado senator Michael Bennet and Wisconsin senator Tammy Baldwin—also signed on to the letter.

The Education Department has not responded to the senators' letter and did not comment by press time.

Frank Ballmann, the director of federal relations for the National Association of State Student Grant and Aid Programs, said a key challenge with including the value is determining what the net worth of the farm or small business is. So far, the Education Department has not provided guidance on how a family could calculate the net worth of a family farm or business.

Appraising the value of a farm or business, he said, is "an art, not a science." "No one's going to know what number to put in there," he said.

Ballmann said the only way to address the issue is for Congress to act and change the law, though he doesn't think a full repeal is likely. Instead, he suggested that Congress find different metrics, such as the gross income of a farm, as a cutoff for the exemption.

"What I find particularly heartening is that both the House bill and the Senate letter are bipartisan," he said. "I think there's a fair amount of interest on both sides of the aisle. It's good to see the momentum building."

Ballmann said the issue needs to be fixed before the new FAFSA launches, but he's not sure if the bill could pass on its own or as part of some must-pass legislation such as the appropriations bills, which are typically on the docket in September.

"But we really can't wait till September to fix this, because there's supposed to be a new FAFSA coming out, whether you think it's Oct. 1 or Jan. 1," he said. "It's going to kind of blow up that process if this gets fixed in September ... Anything that makes it harder to fill out the FAFSA is just an incredibly bad unintended consequence."

Karen McCarthy, vice president of public policy and federal relations for the National Association of Student Financial Aid Administrators, said it's difficult to estimate the effect of removing the exemption.

“Because we weren’t asking the question before, we don’t really have any good way of estimating how many FAFSA filers do have a small business or a family farm that would now be required to report on the FAFSA,” she said.

McCarthy said NASFAA has heard from members in farming communities who are concerned about the change. In a recent survey of financial aid administrators, 39 percent said the provision would place a greater burden on financial aid offices, and 25 percent said more guidance was needed.

She said that she doesn’t know what the Education Department has planned for the question on the net value of a family farm or small business. More information is expected when the department unveils the draft FAFSA, which she said should be later this month.

McCarthy said that it’s getting late in the development of the new FAFSA to make significant changes.

“Our primary goal is to have a clean, smooth implementation,” she said.



Community focus | Statewide engagement | Global impact

The CSU System includes three campuses: [CSU in Fort Collins](#), [CSU Pueblo](#), and [CSU Global](#).



When a student is academically prepared for college but has no family history with higher education, they can find lots of reasons to believe that pursuing a college degree isn't for them. Sometimes that's cost – both perception and because they don't know how much financial aid is available to them. Sometimes – particularly for students of color, rural students, and those with lower incomes – it's a concern about fitting in and feeling welcome.

And sometimes, what students hear in the news sends an overpowering message that the odds may be stacked against their success.

A case in point: Among the issues on the US Supreme Court's docket this spring are a set of cases around "race-conscious admissions" – whether race can be a consideration in the admissions decision-making process.

There are serious questions under consideration, and people who care about equity, equality, our nation and its constitution can legitimately arrive at different opinions. But the reality is that this ruling isn't likely to have a big impact on how universities like CSU admit undergraduate students. The decision will mostly impact highly selective institutions that have very low admissions rates.

So why write about something that doesn't affect us? Because if the rulings go as expected by many court prognosticators, we could very well see a lot of qualified young people choosing not to apply to college because they'll believe they can't get in. These are not students who couldn't make the cut for admission. These are more often students who would be admitted and could succeed, despite whatever odds are stacked against them. Overcoming odds is what put them in the position to be admitted. But they feel discouraged from even applying. This has played out in Michigan and California when those states banned affirmative action – it turns out that the perception of feeling unwelcome is a powerful deterrent.

And this unintended consequence should worry all of us: fewer underrepresented students going to college has long-term implications for both economic opportunity and the strength of the state's workforce.

Our three Colorado State University campuses are designed to provide access to students from all walks of life, including those who haven't traditionally gone to college. CSU Global – our fully online university – offers accredited, affordable college degrees and certificates to people who need to learn where they live, not on a physical college campus. CSU Pueblo is a federally designated Hispanic Serving Institution that offers economically important degrees connected to career opportunities in Southern Colorado. And CSU Fort Collins, as a Land Grant university, has a 153-year-old mission to provide all Coloradans access to an advanced, research-driven university education.

Like most public universities, we don't have "legacy admissions" that give preference to children of alumni. We admit all qualified undergraduates through a holistic admissions process that looks at the entire student and their potential to succeed at CSU. As a result, no student is denied undergraduate admission because someone else is admitted.

But students who already are inclined to feel unwelcome in college don't know this. They know what they hear in the news – and incorrect assumptions prevent dreams from becoming their future lives.

No matter what the Supreme Court decides, public colleges and universities need to be sending a strong message that we welcome all students who are ready for college and want to pursue a degree. We always have and we always will. The diverse and innovative higher education marketplace in Colorado offers a degree program and scholarship support to make earning a degree possible for those who want it. Race, economic status, and family history of education are not insurmountable obstacles but assets –part of the diverse and positive life experience each student brings to the campus community, enriching the lives of those around them and making our campus communities strong, vibrant, and resilient.

And so, we welcome your help – as people who care about education, individual opportunity, and the future of Colorado – in spreading this message widely to anyone you know who is asking whether higher education is right for them: "Don't talk yourself out of your future because of what you hear in the news. The doors are open to you. Colorado's public campuses will welcome and support you in achieving your academic and career goals."

- tony

Tony Frank, Chancellor
CSU System

LATEST AT THE CSU SYSTEM

— Former CSU Global President Becky Takeda-Tinker [returned to the position](#) effective March 1, following the departure of Pamela Toney who had served in the role since September 2020.

— The CSU System opened the third and final building at the new [CSU Spur](#) campus in Denver — [Hydro](#) — on Jan. 6. Hydro is the largest building on the CSU Spur campus and focuses on water, houses Denver Water's new water quality lab, and showcases art and

educational exhibits focused on water. Check out [visitor reactions](#) from opening day and [visit CSU Spur for free](#) Monday-Friday and the 2nd Saturday of every month. The next [2nd Saturday at CSU Spur](#) is May 13!

— You're invited to the ribbon cutting for the opening of the Aurora-South Metro Small Business Development Center satellite office at the Arapahoe Community College [Sturm Collaboration Campus](#) from 11:30 a.m.-12:30 p.m. on April 27. [RSVP here](#).

— The fifth annual Water in the West Symposium was hosted Nov. 2-3, 2022, with a focus on global water solutions. Videos of all sessions are [now available](#) to the public.

— *From the archives:* The [CSU Todos Santos Center](#) in Baja California Sur, Mexico, has been hosting academic programming for almost 10 years, including courses in [ecotourism and sustainable travel](#). The deadline to register for the [Fall 2023 semester](#) is April 22.

CAMPUS SPOTLIGHTS

— **CSU Fort Collins** weather researchers [have given storm forecasters a powerful new tool](#) to improve confidence in their forecasts and potentially save lives. Over the last several years, Russ Schumacher, professor in the Department of Atmospheric Science and Colorado State Climatologist, has led a team developing a sophisticated machine learning model for advancing skillful prediction of hazardous weather across the continental United States. First trained on historical records of excessive rainfall, the model is now smart enough to make accurate predictions of events like tornadoes and hail four to eight days in advance – the crucial sweet spot for forecasters to get information out to the public so they can prepare

— **CSU Pueblo** [received a \\$2.98 million grant](#) from the National Telecommunications and Information Administration (NTIA) to implement a two-year pilot project that will increase broadband access to underserved communities in Pueblo. The “Adelante Connect” project targets low-income areas with low internet and device access in Pueblo and will subsidize internet services to 200 students and their households. CSU Pueblo’s designation as an Hispanic Serving Institution, and as an emerging Minority Serving Institution, made the university an eligible recipient of the federal Connecting Minority Communities Pilot Program grant.

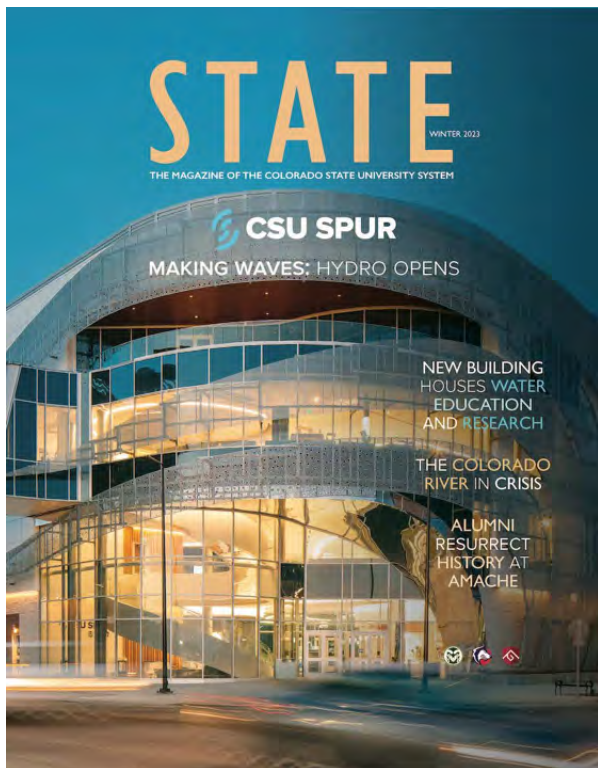
— **CSU Global** [welcomed Dr. Becky Takeda-Tinker](#) as the university’s new president. Dr. Takeda-Tinker, who served as CSU Global’s first president and CEO, returns to drive the university’s mission of advancing student academic and professional success through a strong partner network, innovation-minded staff and faculty operations, and learning solutions focused on industry and workforce success.

HIGHER EDUCATION LANDSCAPE

— Some colleges are [starting to plan](#) for what is widely expected to happen: the end of affirmative action. (*Inside Higher Ed*)

— Philanthropic giving to higher education [increased by 12.5 percent last fiscal year](#) to a

total of \$59.5 billion, the highest year-over-year increase since 2000. The contributions went mostly to restricted endowments, primarily to fund scholarships, and to “operations with restrictions on use” — usually research projects. (*Inside Higher Ed*)



Read the latest issue of **STATE**

STATE is the official CSU System magazine. The Winter 2023 issue includes:

- [The opening of the CSU Spur Hydro building](#)
- [An interview with Brad Udall](#) about the implications of the 23-year megadrought for the Colorado River Basin
- [Camp Amache](#), a former Japanese-American internment camp and its new status as a National Historic Site
- [CSU Global's efforts](#) to provide programming that meets the needs of the veterans and other students with military ties

And more! [Dive into the latest issue](#) or email chancellor@colostate.edu with your name and address to receive a print copy biannually.



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THE MONTHLY *Newsletter* FROM CSU SPUR



CSU Spur, the CSU System's campus at the [National Western Center](#), is now fully open and free to the public year-round! Visit all three CSU Spur buildings — [Vida](#), [Terra](#), and [Hydro](#) — 9 a.m.-5 p.m. Monday-Friday and 10 a.m.-3 p.m. the 2nd Saturday of every month, and read on to learn more about what's happening at CSU Spur, including stories spotlighting neighbors, partners, and collaborators on this landmark project.



WE'RE HIRING!



The CSU Spur team is growing! The education team is currently hiring part-time and full-time education facilitators, as well as a virtual engagement coordinator, and positions are also open for a STEM engagement coordinator, an assistant manager of facilities, and youth sport camp counselors.

[Check out all open positions](#) and apply today!

SUMMER CAMP APPLICATIONS NOW OPEN



CSU Spur is launching summer camps! Whether your student is interested in science, animals, or the arts, CSU Spur offers rotating summer camp opportunities that combine grade-level learning with hands-on fun! Opportunities include:

- CSU Youth Sport Camps (ages 5-12): Offered by CSU's Department of Health and Exercise Science these **FREE** week-long (Monday-Friday) active summer lifestyle camps run from June 5-August 11. Activities range from dance to nutrition to multi-sport experiences and ensure campers enjoy a fun-filled and active summer.
- Musical Theater Summer Workshop (ages 14-18): This intensive program is an opportunity to study Musical Theatre with the award-winning faculty of CSU's Musical Theatre program: Broadway performers Noah Racey and Patty Goble have performed in 11+ Broadway shows and have 50 years' professional experience between them. Students will work on college audition material, bring song interpretation skills to a new level, and study movement from one of Broadway's top song and dance performers. The workshop runs June 5-10.
- Engineering Your World Summer Program (ages 12-14): This STEM summer program, hosted by CSU's Department of Mechanical Engineering, offers fun and engaging activities designed to simulate a collaborative laboratory environment. Each student will build a saltwater circuit and DC motor; design and build a swamp cooler, a Mars rover egg-lander, and an artificial bicep; create, construct, and test the strength of a bridge made of spaghetti, a prosthetic leg, and a clay boat; test and analyze sunscreen; and test and modify the chemical composition of slime to maximize its "bounce" factor. The program runs July 17-21.

Applications for summer programs are open now and registration will begin at the end of March; [learn more](#) and fill out an application today!

MAKING WAVES



Photo: Matthew Staver

The new issue of [STATE](#), the magazine of the CSU System, is out now and the cover story focuses on Hydro!

Ideas and innovations are starting to ripple through Hydro, the last and largest of three new buildings to open at the CSU Spur campus in north Denver.

Unlike most university campuses, CSU Spur is not designed chiefly to confer academic degrees, although several CSU courses and degree programs are sprouting there.

Instead, its mission is to promote public education, scientific research, and industry partnerships that spark lifelong learning and innovation in the spheres of food, water, and human and animal health. These are areas of expertise for the CSU System – and likewise present some of the great global challenges this and future generations must tackle to sustain humanity and the planet.

[Read the full Hydro story](#) and [check out the new edition of STATE](#) with stories about [Camp Amache](#), [the crisis in the Colorado River Basin](#), and [military students](#).

ARE YOU FOLLOWING US ON SOCIAL?

- ✓ An onion volcano
- ✓ Myths and facts around Daylight Savings Time
- ✓ DIY science experiments

These are just a few of the things you're missing if you're not following **@CSUSpur** on social media — [get social with us!](#)

P.S. We love to see your photos! Have you visited CSU Spur recently? Taken a killer selfie in one of Spur's selfie spots? Caught one of our billboards around town? Tag us on social **@CSUSpur!**

QUICK HITS

- **EARLY CLOSURE:** CSU Spur will close at 4 p.m. on Monday, March 20.
- **WORLD WATER DAY:** World Water Day is March 22 and we're celebrating at CSU Spur! Join us from 4-8 p.m. for water testing and critter identification, water filtration activities and hands-on experiments, giveaways and free food, and rain barrel workshops in English and Spanish. (Registration required for rain barrel workshops only; [register here.](#))
- **2ND SATURDAYS:** 450 people turned out for the last 2nd Saturday – were you one of them?! [2nd Saturdays at CSU Spur](#) are free and open to the public from 10 a.m.-3 p.m. the second Saturday of every month with cooking activities, opportunities to watch dog and cat surgeries, and food trucks with lunch for purchase. The next 2nd Saturday is April 8 – we'll see you there!
- **GRAB A BITE:** [Western Daughters Kitchen](#) on the ground floor of the Hydro building is open 9 a.m.-5 p.m. Monday-Friday, selling delicious breakfast burritos, pastries, coffee, and more – all reflective of the company's regenerative agriculture approach. Stop by the counter the next time you're at Spur!
- **SUSTAINABLE DESIGN:** Jennifer Cordes with Hord Coplan Macht, the architects of the CSU Spur Hydro building, was recently interviewed on the [i+s design](#) podcast about how universities are embracing sustainable design strategies on their campuses. [Give it a listen!](#)
- **CALLING ALL TASTE "BUDS":** CSU Spur's taste testing lab is launching soon, and we're looking for people who would like to get paid to try food and beverage items and provide feedback! [Learn more.](#)
- **GUIDED TOURS:** CSU Spur volunteers will be offering guided tours of all three CSU Spur buildings from 10-11:30 a.m. on March 17 and April 21. [Register to join](#), but please note: tours are NOT required to visit CSU Spur.

The [CSU Spur of the Moment](#) podcast explores how experts are tackling big challenges in their fields. In the latest



episode, host Jocelyn Hittle talks with Jim Lochhead, who oversees the management of the drinking water for Denver and the surrounding suburbs as the CEO of Denver Water, about managing a water utility during a water crisis.

[Listen and subscribe](#) wherever you find your podcasts.



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[Together We Grow](#) (TWG), a consortium of some of the world's largest agribusiness interests, is focused on building a skilled, diverse, and inclusive agriculture workforce. It is headquartered at the [CSU Spur campus](#) at the National Western Center in Denver.



In less than one month we will be in Atlanta, Ga., for [TWG's Connect Conference and 2023 Annual Meeting](#)! We are looking forward to being in-person for this event, for the first time in several years. Our line-up of speakers is exciting, and more session announcements are coming (look for more announcements leading up to the April 1 registration deadline).

The timing of the Annual Meeting is also ideal for attendees to engage with TWG and the Strategic Planning Committee on the strategic planning process. As an organization, we are kicking off a stakeholder engagement process to understand the feedback, insights, and challenges related to workforce development and diversity, equity, and inclusion within the agriculture and food sector. We will continue this conversation at the annual meeting, and we look forward to engaging with you in Atlanta on these important conversations. See you soon!

Better together!

Lauren Baer
Executive Director, Together We Grow

LESS THAN THREE WEEKS TO GO!



Registration closes April 1 for the [TWG Connect Conference and 2023 Annual Meeting](#) happening April 11-12 in Atlanta, Ga.!

Don't miss out on the opportunity to attend and engage with corporations, higher education institutions, NGOs, and government in agriculture and food on topics related to workforce development, DEI, and TWG's strategic planning. [Learn more](#) about the event, agenda, and speakers — and [register today](#).

Thanks to our event sponsors for their support and commitment to the workforce and DEI in ag and food!



Interested in sponsoring the conference? TWG is still seeking organizations to partner as event sponsors! If your organization is interested in learning more, please reach out to Lauren Baer at Lauren.Baer@colostate.edu.

KEYNOTE SPEAKER ANNOUNCEMENT



You do not want to miss the interactive keynote session on day two of the TWG Connect Conference and 2023 Annual Meeting! [Emily Best](#) will be joining us in Atlanta, Ga., for one

of our final conference sessions, *Connect to Impact: How Storytelling Can Build a Resilient Workforce*.

Emily Best is the founder and CEO of [Seed&Spark](#) and [Film Forward](#). The two companies make entertainment more diverse, inclusive, connected, and essential. Seed&Spark is the #1 crowdfunding platform in the world for diverse storytelling, and Film Forward delivers those award-winning stories into workplaces, replacing boring corporate training videos with cinematic learning experiences that drive innovation and inclusion. Since launching Film Forward in 2021, Best and her team have worked with organizations across industries, such as Wells Fargo, Sony, Blue Shield of California, and The Guggenheim to drive powerful learning outcomes and deep executive insights that build more resilient and effective organizations.

This is one of many exciting conversations on the Annual Meeting agenda, so [register](#) by April 1 and check back for additional speaker and agenda announcements!

WELCOME, KELLIE SEARS



TWG is excited to welcome Kellie Sears, Chief Human Resources Officer at Bunge, to the [TWG Board of Directors](#). Kellie assumed her current role at Bunge in January 2023. She has more than 20 years of experience leading human resources at large, global companies as they build the diverse talent and capabilities needed to grow the business. She has served as Chief Human Resources Officer of several companies in the health industry including Allergan, Asklepios BioPharmaceutical, and most recently, BeautyHealth. She spent more than 13 years at Pfizer in a number of leadership roles, including serving as Senior Director of Global HR Shared Services where she was responsible for the strategy, design, and implementation of a shared service model. She began her career in finance, holding several positions in accounting before transitioning into human resources. Kellie graduated from the University of Missouri – St. Louis with a bachelor's degree in business

administration.

Welcome, Kellie! We are honored to have your leadership and expertise on the TWG Board of Directors. And thank you, Chrystiane Junqueira, for supporting the TWG Board transition for the past few months.

TWG WORKING GROUPS

The Inclusive Excellence in Higher Education Working Group will meet from 9-10 a.m. MDT on March 30. This meeting will be utilized as a higher education focus group for the TWG strategic planning process.

The Workforce Next and Best Practice Working Group will meet from 9-10:30 a.m. MDT on April 25 for a session about inclusive communication. TWG will welcome [Meraki Communications Group](#) — focused on inclusive communications and marketing — to share expert perspectives on topics such as building inclusive communications that help foster belonging and authentically communicating with internal and external audiences during times of social triumph and unrest. We encourage you to invite colleagues that have responsibility for communications from your organization to join this session to build greater collaboration and understanding between DEI, HR, and communications.

If you wish to be added, removed, or to appoint someone from your organization to these groups, please email Lauren Baer at Lauren.Baer@colostate.edu.

AG & FOOD IN THE NEWS

- [Google's farm tech moonshot Mineral becomes Alphabet company](#)
- [Virtual cropping creating big picture for growers](#)
- [How Nestle is using AI to set creative rules for its 15,000 marketers](#)
- [The real-life version of the apocalyptic fungus in 'The Last of Us' won't turn you into a zombie – but it does have great benefits for agriculture](#)
- [Coca-Cola debuts 'transformation-flavored' soda in its latest limited-time offering](#)
- [Volitant Technologies of Nebraska sells drones to spray and seed 'full-field'](#)

WE NEED YOUR STORIES!

Help us tell your stories to expand the frame for how young people understand careers in the food and agriculture sector! We are looking for recorded video content answering the following questions:

- How are you impacting the world?
- What are the most interesting parts of your job or your day?
- What are your goals and how are you achieving them?
- What are you doing to drive innovation in food & agriculture?
- How do you critically apply your work to your daily life?

Connect with us and share your story by contacting Russell Schiller at Russell.Schiller@colostate.edu and follow us on social at the links below!

[Instagram](#) | [Twitter](#) | [LinkedIn](#) | [Facebook](#) | [TikTok](#)

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