

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ORIENTATION MEETING MINUTES
CSU System Office, Denver, Colorado
February 4, 2013**

CALL TO ORDER

Chair Joseph Zimlich convened the orientation meeting at 10:10 a.m.

ROLL

Board of Governors present: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; William Mosher; Demetri “Rico” Munn.

CSU System staff present: Michael Martin, CSUS Chancellor; Michael Nosler, CSUS General Counsel; Sharon Teufel, Executive Assistant to the Board of Governors

BOARD OF GOVERNORS’ ROLE AND DUTIES

Chair Zimlich welcomed the new members and reviewed the agenda. He provided a brief overview of the CSU System and the three campuses. Chair Zimlich explained that other Board members, the Chancellor, campus Presidents and the CSU staff are available as resources. He reported Board members are registered with the Association of Governing Boards, which is another resource, and noted the upcoming AGB conference in April.

Chair Zimlich explained the importance for Board members to stay focused on the governance level. He provided an overview of the duties for Board members as outlined by statutory requirements and noted the work of the Board is driven by the mission of the CSU System and the three campuses. Chair Zimlich recounted the indirect Board responsibilities for the CSU-Pueblo Foundation, CSU Foundation and CSU Research Foundation (CSURF). He explained the relationship between CSURF and the faculty research that results in intellectual property which includes startups and inventions.

In response to a question from Governor Munn, Chair Zimlich explained the Board spends a large portion of its time working through the three committees: Academic and Student Affairs, Audit and Finance, and Real Estate/Facilities. Vice Chair Horrell commented on the Board’s focus on strategic planning and explained that strategy and other issues are brought forward by the three Presidents. She noted time is also spent on legislative issues. Chair Zimlich explained how the budget process involves strategic imperatives and is a year-round process.

Vice Chair Horrell explained that the Board is responsible for the evaluation of the Chancellor and other direct reports, and also indirectly responsible for the evaluation of the three campus presidents. Chair Zimlich indicated the structure of the CSU System will be examined at the February Board retreat and currently the direct reports are the CSUS Chancellor, the CSUS General Counsel and the CSUS Director of Internal Auditing. Chair Zimlich commented the Board operates through consensus and acts with one voice externally with the Board Chair as the key spokesperson.

OVERVIEW OF THE CSU SYSTEM

Chancellor Michael Martin explained how the Board sets the values and policies for the CSU System and the administration takes these directives to develop the strategies and tactics for implementation.

Chancellor Martin reported the biggest challenges facing the CSU System are funding; recharging the faculty particularly in light of the Baby Boomers retiring; and recruitment with a changing student population.

Chancellor Martin explained that another challenge is creating statewide alliances with the CSU System as a leader in the statewide system. He commented on the footprint the CSU System has on the state of Colorado and, as the state's land-grant institution, the specific land-grant requirements of accessibility, research and extension service that is cooperatively divided into thirds between the federal government, the state government, and the counties.

Chancellor Martin commented on the uniqueness of the three CSUS campuses. Vice Chair Horrell commented on philosophical differences between CU and CSU, and on the synergy created by President Frank's annual state tour that includes meeting with county commissioners.

Chair Zimlich provided an example of how the Board has taken a long-term view with the development of real estate policies and, during the next four years, will continue to develop that long-term view with guidelines to further develop the CSU System. Governor Mosher suggested three to five strategies or ideas be selected to drive the conversations at each of the Board meetings.

Vice Chair Horrell commented on the dichotomy of what is occurring with online education. Chancellor Martin stated the three campuses are working to hybridize and blend curriculums. He reported the CSU System is examining ways to expand revenues and remarked on the Venture Capital Fund proposal.

CONFIDENTIALITY AND CONFLICT OF INTEREST

General Counsel Nosler explained the role of the Office of General Counsel. He briefly reviewed the CSUS Legal Services Policy and the job description for the General Counsel. General Counsel Nosler explained the Conflict of Interest Policy and asked the new members to complete and sign the Conflict of Interest Disclosure Statement. He reviewed and asked the new members to sign the International Traffic in Arms Regulations Statement. General Counsel explained the Open Meetings Law and the Open Records Act.

WRAP-UP COMMENTS

Chancellor Martin commented on the significance of AAU designation and noted the upcoming February Retreat and Meetings to be held in Pueblo, Colorado. Vice Chair Horrell remarked on the high quality of education provided by the CSUS campuses and noted the role of the Board is to support the campus presidents.

With no further business to conduct, the Board of Governors Orientation Meeting was adjourned at 11:33 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS RETREAT MINUTES
El Pueblo History Museum, Pueblo, Colorado
February 6-7, 2013**

CALL TO ORDER

Board Chair Joseph Zimlich convened the Board of Governors retreat at 10:18 a.m.

ROLL

Governors present: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Treasurer; Mary Lou Makepeace, Secretary; Dennis Flores; Scott Johnson; William Mosher; Demetri “Rico” Munn; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins.

Administrators present: Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer; Allison Horn, CSUS Director of Internal Auditing.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests: Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Steve Hultin, Director of Facilities, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Rick Miranda, CSUS Chief Academic Officer and Provost & Executive Vice President, CSU-Fort Collins; Amy Parsons, Vice President of Operations, CSU-Fort Collins.

Chair Joseph Zimlich called the retreat to order and asked Board members and staff to introduce themselves.

Chair Zimlich explained the theme for the retreat is a more in-depth examination of the CSU 2020 discussion that began at the June 2012 retreat. Chair Zimlich reviewed the retreat objectives and explained the strategic plan would be revisited at the June 2013 retreat. After review of the agenda, format and logistics for the retreat, Chair Zimlich asked Chancellor Martin for his presentation.

CSU SYSTEM OVERVIEW

Chancellor Martin shared his review process and observations developed from his first six months with the CSU System (System). Utilizing a PowerPoint presentation, he explained the key tenets of the System strategic plan and the overarching tenets.

Chancellor Martin reviewed by individual campuses what has been accomplished to ensure student satisfaction and success. He explained the goal, strategies, opportunities and next steps to reach across the state through partnerships and alliances to develop long term relationships between the three state systems and other institutions to create a small “s” system.

Chancellor Martin commented on the individual campus efforts to create financial sustainability with targeted approaches. He remarked on efforts collectively undertaken to reduce costs and increase revenues to maintain a financially stable System. Chancellor Martin outlined the goal and strategies to create a sustainable and durable funding model for higher education in Colorado.

Chancellor Martin reviewed four System objectives for 2013. He concluded his presentation by expressing his appreciation for the leadership of the three campuses and his belief that, collectively, the goals of the System are being met through the individual campuses.

Discussion followed on how to build into the curriculum the business community's focus on having perspective, skills and ethics as opposed to specific subjective matter; and the necessity to market other intangibles. Chancellor Martin commented on the importance of the capability to learn, creating the opportunity for lifelong learning and the ability to re-educate to respond to the changing world. A break was taken at 11:10 a.m. and the retreat reconvened at 11:25 a.m.

COLORADO STATE UNIVERSITY SYSTEM 2020

CSU-Global Campus: President Becky Takeda-Tinker shared a video on "Who is CSU-Global Campus". She recognized Governor Munn, who previously worked at the Dept. of Higher Education, for the assistance he and his staff provided that contributed to the success of CSU-Global Campus' accreditation process.

President Takeda-Tinker reviewed six predictions on industry changes. She reported adult learners, who have unique, career-focused learning needs, will be the fastest growing market sector. President Takeda-Tinker outlined the benefits of online education for adult learners and outcomes that reflect delivery-market acceptance.

President Takeda-Tinker reviewed four CSU-Global Campus predictions for 2020 and explained the CSU-Global Campus approach to being accountable, innovative and flexible. She reviewed four key initiatives to achieve by the end of June 2013; aspirations and opportunities; and the 2020 challenges for CSU-Global Campus.

The Board examined CSU-Global Campus's branding/marketing, responsiveness to market needs, potential growth, and expanding revenue sources in a highly competitive market. President Takeda-Tinker reported CSU-Global Campus has paid its debt; is growing at a pace to see projections achieved; and is focused on growth. She commented on the potential for outsourcing and partnerships.

There was discussion on the unique market niche for adult, nontraditional learners; full System integration with interactive and mobile coursework; transferability of course credits within the System; commitment of the faculty and staff for student success; and differences in traditional and online learning environments.

President Takeda-Tinker remarked that CSU-Global Campus reflects a new model for higher education; is not state funded; meets an educational need that is not being met by traditional universities; and has data that supports the success of the CSU-Global Campus online learning with students acquiring jobs and promotions. Governor Makepeace commented on how CSU-Global Campus changes lives and suggested sharing stories of the CSU-Global Campus students who have had the courage to return to school after significant life events. Governor Brown commented on how the staff works individually with students and is committed to student success. Chancellor Martin noted CSU-Global Campus fills a niche

for nontraditional learners and contributes to meeting the state's larger initiative on specific goals for higher education.

The Board recessed for a lunch break at 12:28 p.m. and reconvened at 12:45 p.m.

CSU-Pueblo: Through a PowerPoint presentation, President Lesley Di Mare provided background on the history, mission, purpose and grants received by CSU-Pueblo as a Hispanic Serving Institution (HSI). She reviewed major highlights during the past year. President Di Mare explained the challenges for CSU-Pueblo and described the efforts undertaken and in progress to address these challenges. There was a brief discussion on the proposed legislation for community colleges to provide four-year degrees.

President Di Mare described the major opportunities, task forces and initiatives being explored and implemented in marketing, retention and recruitment. Governor Gogarty commented on the students' frustrations with the AIS and noted the improvements will help to retain students. President Di Mare described how CSU-Pueblo will be partnering with CSU-Global Campus for online and hybrid courses. She commented on creating and enhancing community partnerships and developing a three-year business degree.

President Di Mare described the new leadership at the CSU-Pueblo Foundation. She reviewed the goals for the \$25 million *On the Move* capital campaign that would start in the summer and is currently in the silent phase. The first CSU-Pueblo promotional video was viewed by the Board.

The Board examined enrollment trends and issues at CSU-Pueblo including student recruitment, marketing, student success factors, retention variables, college preparedness, maintaining the 25% HSI requirement, and actions to address the issues. Discussion was held on faculty/staff diversity, faculty/staff recruitment, and staffing changes due to budgetary cutbacks. Governor Makepeace commended President Di Mare and her staff for their accomplishments in addressing the problems and noted the issues identified will continue to be addressed by CSU-Pueblo.

The Board retreat was recessed for a break at 1:57 p.m. and resumed at 2:15 p.m.

CSU-Fort Collins: President Tony Frank distributed a CSU 2020 presentation book and the 2012 Financial Accountability Report. He explained his presentation would be focused on setting the context for 2020 by examining the greatest threat to the success of the university, and the opportunities and pathway to growth utilizing a fiscal model.

President Frank described the higher education pressures that will continue to be a challenge; how the higher education marketplace will be going through contraction or realignment; and how the CSU System is positioned to address the entire spectrum of changes. He reported the biggest threat is public defunding and presented data for the past 20 years derived from three studies focused on the issue of public defunding. He commented that, adjusted for inflation, progress has been made through efficiencies.

President Frank reported CSU has begun planning for privatization and how to address fulfilling the land-grant mission of affordable access to excellence. He indicated the greatest opportunities for achieving the mission are through access parameters and by providing more resources to continue to drive success and growth. President Frank noted that CSU continues to be ranked high for institutions receiving research funding, recognizing the work of the faculty and helping to deliver the promise of access to excellence.

President Frank commented on the uncertainties for higher education relative to the Colorado forums and ballot issues, and the difficulties in explaining increased tuition costs to taxpayers. He described various approaches to resource management and commented on finding a balance to address the capacity to

handle growth necessary to maintain market share and to achieve the land grant mission. President Frank remarked on the continuing need to fuel economic development in order to achieve fiscal stability and independence.

President Frank provided three scenarios to stress-test the fiscal model that has been developed at CSU to demonstrate the model is viable and adaptable. He examined key growth ratios and the impact on the debt capacity/credit rating, and noted the basic ingredients to deal with growth are in-place. President Frank examined three criticisms to the modeling approach.

President Frank commented that the scenarios were not presented as a definite guide or “road map.” He noted good processes are in-place that should continue to be followed. President Frank reported no action was needed at this time, but there was a need for conceptual alignment and understanding by the Board on the implications. He concluded his presentation by remarking the stakes are high, but there opportunities for continued success of the role, mission and value of CSU.

Vice Chair Horrell thanked the campus presidents for their presentations in defining the challenges and opportunities. The Board recessed for a break at 3:48 p.m. and reconvened at 4:08 p.m.

CSU SYSTEM ADMINISTRATIVE OFFICE

Chancellor Martin commented on changes that have occurred in the CSUS office with the departure of Sheila Trice Bell and Dr. Rick Miranda assuming the role of Chief Academic Office. He explained the main responsibilities of the System Office are to provide services to ensure the Board is an effective governing board; to add value or to deflect difficulties from the campus leadership; and to represent the campuses where there is common interest for all three campuses.

Chancellor Martin explained his philosophy is to not create a complicated hierarchy and the System office will be kept small and adaptable to meet the challenges to serve the greater good. At this time, there were no plans to fill any positions. As the Board and Presidents continue to define their needs, the System Office will be defined to meet those needs. He reported the System Office is in the process of redefining roles with multiple and expanded roles, and the structure will be stress-tested during the coming months.

Chancellor Martin reported support will be provided to the Board by Sharon Teufel who will continue to be responsible for the official meetings and follow-up; Melanie Geary who will be responsible for outside events; and additional support provided by Brittany Goldsmith. The direct reports to the Board to meet specific needs are the Chancellor, General Counsel Michael Nosler, and Allison Horn, Director of Internal Auditing. The organizational chart is being redrawn. Chancellor Martin indicated he will continue to talk to the Board and the campus leadership to ensure their needs are met.

Chair Zimlich explained the Board’s role is to understand the functions and direction of the System Office, but not to make decisions on the number or role of the employees. President Takeda-Tinker thanked the System Office for providing support when needed and for assuming the financial, payroll, and human resources functions for the System previously provided through CSU-Global Campus. Dr. Miranda commented on the collaborative effort in the CCHE performance contract negotiations that allowed autonomy for the campuses to design their individual metrics and also created a good partnership with the System staff.

Chair Zimlich reported the legislative overview and discussion would be held the next day. He reminded Board members of the 7:00 p.m. dinner at Rio Bistro and adjourned the meeting at 4:29 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS RETREAT MINUTES (continued)
El Pueblo History Museum, Pueblo, Colorado
February 6-7, 2013**

CALL TO ORDER

Board Chair Joseph Zimlich reconvened the Board of Governors retreat at 8:05 a.m. on February 7, 2012.

ROLL

Governors present: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Treasurer; Mary Lou Makepeace, Secretary; Dennis Flores; Scott Johnson; William Mosher; Demetri “Rico” Munn; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins.

Administrators present: Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer; Allison Horn, CSUS Director of Internal Auditing.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Special Assistant to the Board of Governors.

Guests: Bruce Gifford, Dean of Student Services and Enrollment, CSU-Pueblo; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU-Fort Collins; Jeff Tucker, reporter, *Pueblo Chieftain*.

Chair Zimlich called the meeting to order and reported the agenda would be re-adjusted as follows: Venture Capital Fund Presentation; CSU System and Campus Discussion; and Legislative Overview.

VENTURE CAPITAL FUND PRESENTATION AND DISCUSSION

Chancellor Martin reported CSU-Global Campus was created to serve the nontraditional student population and to generate funding to advance the System. He explained the concept to utilize \$1 million to \$1.5 million in funding generated through CSU-Global Campus to establish a venture capital fund wherein institutions within the System could submit short proposals focused on either a way to collectively as a System be more efficient, or to collectively be more effective by forging new partnerships or new ventures to improve the student experience, advance recruitment or build new programs consistent with the larger objectives of the strategic plan. Four to six campus proposals would be funded initially. If the Board concurred, parameters with a simple process for submitting proposals would be prepared. Chancellor Martin explained that efforts to grow and improve CSU-Global Campus will also continue.

Chancellor Martin reviewed the timeline for submittal and review of the proposals in the spring with funding available by the beginning of the new fiscal year and implementation by the new academic year. A review committee would be created and include representation from the Board, faculty, and the Colorado Commission on Higher Education (CCHE) to provide knowledge from the greater community.

The Board discussed creating a culture of innovation; the timeline for the review and funding; the intent to supplement and improve the System through funding from CSU-Global Campus; one-time funding to foster self-sufficient programs; the potential for multi-year capitalization to ensure success; and past CCHE Programs of Excellence grants. The conversation addressed restricted and unrestricted reserves with an update to be provided to the Board at the May meeting; the need for accountability and monitoring with established outcomes to measure success; and the Venture Capital Fund providing an opportunity for faculty to appreciate CSU-Global Campus as part of the System.

There was consensus on the need to develop a long-term reinvestment policy for CSU-Global Campus. The Board expressed general support for the venture capital fund. Chancellor Martin will forward the draft parameters for the venture capital fund to the Board for review and feedback.

CSU SYSTEM UPDATES

Chancellor Martin explained the creation of an Online Task Force with representation from each campus to minimize costs by sharing core costs, while simultaneously recognizing the differences in the campuses, and to maximize market impact. The Board will receive an update at the next Board meeting.

Chancellor Martin reported conversations are being held with the campuses to examine efficiencies of operations to compare costs of administration vs. the costs of education in order to reduce overhead while maximizing funding for the core business of education. He explained that national comparisons are available through Integrated Postsecondary Education Data System (IPEDS).

Chancellor Martin reported the CCHE performance contracts have been completed and signed with a single contract as a System with individual campus metrics aggregated. Dr. Miranda commented on the positive execution of the contract with a balance between the single reporting requirements as the System and the metrics at the campus level. Vice Chair Horrell commented on the positive feedback received on how the System operated and the professionalism in executing the contract. Chair Zimlich remarked that the CCHE demonstrated the importance of the process with the attendance of both staff and a commissioner at the meetings and the request to have board as well as senior representation for each system.

LEGISLATIVE REPORT

Chair Zimlich asked Rich Schweigert, CSUS Chief Financial Officer and Legislative Liaison, for the legislative update. Mr. Schweigert announced the Senate confirmed all five of the CSUS Board appointments.

Mr. Schweigert explained the composition of the CSUS Legislative Committee and the coordinated process to work with the lobbyists and the campuses to provide updates and receive input. He reported that 80+ bills in the House and Senate are currently being tracked and 40 fiscal notes have been reviewed. Mr. Schweigert summarized current bills from the General Assembly that were being monitored by the CSUS Legislative Committee. Following discussion on specific bills, Chair Zimlich indicated action on a draft resolution for support of SB 13-033 would be taken the following day at the CSUS Board of Governors meeting after providing a forum for public comment.

The Board recessed for a break at 10:20 a.m. and reconvened at 10:45.

The Board provided feedback on the retreat presentations and discussions. Chancellor Martin indicated that review of the strategic plan could be a topic for the June retreat.

With no further business to conduct, the Board of Governors retreat was adjourned at 11:22 a.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
EVALUATION COMMITTEE MEETING MINUTES
El Pueblo History Museum, Pueblo, Colorado
February 7, 2013**

CALL TO ORDER

Committee Chair Dennis Flores convened the Evaluation Committee meeting at 11:22 a.m.

ROLL

Committee members present: Dennis Flores, Committee Chair; Ed Haselden; Dorothy Horrell; Mary Lou Makepeace; Scott Johnson; William Mosher; Demetri “Rico” Munn; Joseph Zimlich.

Governors present: Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins.

Administrators present: Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Committee Chair Flores called the Evaluation Committee to order and asked for a motion to convene in Executive Session. **Motion/Action:** The motion was made, seconded and unanimously carried. CSUS General Counsel Nosler read the meeting into Executive Session for the purpose of discussing and evaluating public officials and professional staff employees of the Board relating to all matters set forth and made confidential pursuant to C.R.S. § 24-6-402 (3) (b) (I) (2012). All non-voting Board members, staff and guests were dismissed from the meeting. The Evaluation Committee meeting was adjourned at 12:07 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
ACADEMIC AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES
El Pueblo History Museum, Pueblo, Colorado
February 7, 2013**

CALL TO ORDER

Committee Chair Dorothy Horrell convened the Academic and Student Affairs Committee meeting at 12:45 p.m.

ROLL

Committee members present: Dorothy Horrell, Committee Chair; Dennis Flores; Mary Lou Makepeace; Carole Makela; Richard Weinberger; Frank Zizza; Kandi Brown; Logan Gogarty; Regina Martel; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins (assigned staff).

Governors present: Ed Haselden; Scott Johnson; William Mosher; Demetri “Rico” Munn; Joseph Zimlich.

Administrators present: Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests: Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Bruce Gifford, Dean of Student Services and Enrollment, CSU-Pueblo; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU-Fort Collins.

Committee Chair Horrell called the Academic and Student Affairs Committee meeting to order. She reviewed the agenda and reported there were no new degree programs for consideration and two items to move forward for the Consent Agenda if approved by the committee.

Consent Agenda Items

College Name Change: Dr. Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President for CSU-Fort Collins, reported the proposed name change for the College of Applied Human Services to the College of Health and Human Services was initially introduced 2½ years ago by the interim dean. Action was postponed until the new dean was hired, who also supports the name change. Dr. Miranda explained the review process was comprehensive and included informal input from

constituents and a formal vote of support from the Faculty Council. He indicated all the department chairs support the change.

Dr. Miranda explained the name change reflects that 80% of the programs in the college are directly health-oriented programs. He noted the remaining programs within the college include elements that may not immediately be considered in terms of health when it is equated to medicine, but do in the broader context of health, welfare, and the well-being of humans and communities. An example is Construction Management that has dimensions of occupational safety, green buildings and sustainability.

The college mission statement will remain the same. Dr. Miranda commented that health is a large part of what CSU does; yet “health” does not occur in the name of any other college in the university; and he supports the opportunity for a modest change in the branding of the college.

Committee Chair Horrell asked Governor Makela for her comments. Governor Makela reported the name change has gone through all the processes with numerous discussions.

Governor Makepeace commented that the name change is timely since there is increasing conversation about health and wellness, not just medically, but also pertaining to facilities. She inquired if there would be any new courses or modification of courses. Dr. Miranda responded there would no new or modified courses.

Committee Chair Horrell remarked she was a graduate of this college and noted, with this change, the college will now have undergone four name changes since her graduation. She commented the college has moved towards a more diverse collection of programs and indicated her own conversation with the new dean also confirms his support for the name change. With no further discussion, Committee Chair Horrell confirmed the item would be moved forward positively.

Approval of Degree Candidates: President Becky Takeda-Tinker, CSU-Global Campus, reported that with the 213 degree candidates for the Winter C Term, the year-to-date total of CSU-Global Campus graduates was 1,324. Committee Chair Horrell confirmed the resolution for Approval of Degree Candidates would be moved forward positively for the Consent Agenda.

Campus Reports

Dr. Miranda highlighted selected summaries from the 2011-12 Sabbatical Leave Report for CSU-Fort Collins. Dr. Rick Kreminski, Interim Provost, CSU-Pueblo, reviewed selected sabbatical leave summaries from the CSU-Pueblo Sabbatical Leave Report Academic Year 2011-12.

Committee Chair Horrell thanked Dr. Miranda for assuming the responsibility as the CSUS Chief Academic Officer. With no further business to conduct, the Academic and Student Affairs Committee adjourned at 1:06 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
AUDIT AND FINANCE COMMITTEE MEETING MINUTES
El Pueblo History Museum, Pueblo, Colorado
February 7, 2013**

CALL TO ORDER

Committee Chair Ed Haselden called the meeting to order at 1:07 p.m.

ROLL

Committee members present: Ed Haselden, Committee Chair; Dennis Flores; Carole Makela; Richard Weinberger; Logan Gogarty; Allison Horn, CSUS Director of Internal Auditing (assigned staff); Rich Schweigert, CSUS Chief Financial Officer (assigned staff).

Governors present: Dorothy Horrell; Scott Johnson; Mary Lou Makepeace; William Mosher; Demetri “Rico” Munn; Joseph Zimlich; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Regina Martel, Student Representative, CSU-Fort Collins.

Administrators present: Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Michael Nosler, CSUS General Counsel;

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests: Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Bruce Gifford, Dean of Student Services and Enrollment, CSU-Pueblo; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Steven Hultin; Director of Facilities, CSU-Fort Collins; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU-Fort Collins.

FINANCE REPORT

Committee Chair Haselden asked Mr. Rich Schweigert, CSUS Chief Financial Officer, for his report.

State Budget: Mr. Schweigert reported the Governor has proposed, and the Joint Budget Committee and the legislature have supported, adding back \$36 million of funding for the higher education base of which the CSU System is projected to receive \$7 million. There was a \$10 million supplemental action for the current year of which the CSU System could potentially receive approximately \$2 million in the spring. Mr. Schweigert commented that, with four quarters of increasing revenue, the Colorado economy appears to be healthy and the next revenue estimates should provide more information.

Campus Budgets: Mr. Schweigert reported there would be a FY 2013-14 budget update for CSU-Fort Collins and an update on the current fiscal year for CSU-Pueblo. He asked President Tony Frank, CSU-Fort Collins, for his report.

President Frank reported the FY 2013-14 incremental budget was the same basic format as previously presented with changes including increases in deferred maintenance and the Commitment to Quality enhancements that have not been finalized. He reported the main budget assumptions, such as tuition and salaries, remain the same. There continues to be discussion on the proposed 9% undergraduate resident tuition increase and possible adjustments on the expense side should the proposed increase be reduced.

Mr. Schweigert asked Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo, for his report. Mr. Hanifen reported revenues and expenses for the current fiscal year continue to be monitored. Various scenarios for FY 2013-14 are being run and the budget will be impacted by the fall enrollment with calculated ways to save on expenses.

Governor Horrell inquired about the Pepsi partnership at CSU-Pueblo and the potential for strategic partnerships to be expanded beyond one campus to maximize the benefits. President Frank indicated a report on strategic partnerships will be presented at the May meeting and commented that, in the future, consideration will be given to broadening the partnerships to increase the opportunities. President Di Mare explained the Pepsi grant was provided through External Affairs and indicated she would inquire as to the length of the contract.

Governor Munn asked for clarification on the variation from the original budget to projected revenues. Mr. Hanifen responded that the overall issue was the impact from enrollment and explained what was included in miscellaneous revenues. Committee Chair Haselden inquired as to timing on approval of the FY 2013-14 budgets and if CSU-Pueblo would be seeking another incremental support amount. Mr. Hanifen indicated that, with an inversion in enrollment, more support would be needed and different scenarios are being run.

President Di Mare commented that projections through 2016 have been forecasted with different variables and the strategic plan includes initiatives to grow enrollment. Mr. Schweigert reported more information will be provided to the Board when all three campus budgets are presented at the May meeting. He commended the CSU-Pueblo administration for their efforts to understand and address the issues.

Quarterly Financial Update: Mr. Schweigert encouraged the Board to review the FY 2013-14 second quarter financials for the individual campuses. He reported the CSU System Office is under-expending and overall the System is on-track for the current year. In response to questions on reserves, Mr. Schweigert indicated that reports on reserves are generally presented in December and the information will be provided at the May meeting.

Re-authorization for System Enterprise Revenue Refunding Bonds for 2013: Mr. Schweigert explained the current bond market conditions. He reviewed the Board's authorization in February 2012 for new financing and refunding with an initial \$55 million completed. Mr. Schweigert explained the re-authorization request for up to \$225 million at no more than 4.25% and noted the authorization includes up to \$15 million in new money. Mr. Schweigert reviewed the outstanding bonds to be refunded with approximately half of the debt portfolio to be refunded, resulting in a lower debt payment.

Mr. Schweigert explained that, while the Board had adopted a Master Resolution, the statutes require the Board to act upon and adopt the Sixth Supplemental Resolution on the CSU System Enterprises Revenue Bonds Series 2013. He noted the details and specific parameters of the resolution were included in the attachment to the Finance Report. **Motion/Action:** The motion to advance the recommendation to the Board for approval was made, seconded, and carried unanimously.

Mr. Schweigert commented on potential state funding for capital improvements and reported the CSUS Capital Development Committee was developing a list of projects.

AUDIT REPORT

Committee Chair Haselden asked Allison Horn, CSUS Director of Internal Auditing, for her report.

Status of the FY 2012-13 Audit Plan: Ms. Horn reported one formal report for the Institute for Learning and Teaching had been issued since the last Board meeting. There were ten recommendations in the report that have or are being addressed. Two field office audits have been completed with the CSU Extension Office to follow-up on the results.

Ms. Horn reported the CSU Extension Business Officer would like to have more audits and he had suggested that, if the Internal Audit Dept. would assist him with the methodology, he could complete some of the work. She explained that Internal Audit would still complete some audits each year of Extension field offices, but this would be a way to leverage the work and increase coverage.

Ms. Horn indicated the field work for the CSU Dept. of Environmental & Radiological Health Sciences was completed and the report is being finalized. Three other audits are currently in-process and the fieldwork for the CSU Warner College of Natural Resources will soon be completed.

Status of Past Due Recommendations: Ms. Horn explained how circumstances could result in new target dates for implementation of recommendations. Currently there were nine past due recommendations with three at CSU-Fort Collins and the remainder at CSU-Pueblo. She reported the State Controller has been notified that the final CSU-Pueblo Accounts Receivable Audit recommendation has been implemented.

Ms. Horn explained that the follow-up system invented and implemented by Internal Auditing ensures recommendations are completed. A presentation on the follow-up system will be made at an upcoming professional auditing conference.

Internal Auditing Department: Ms. Horn reported interviews for the open CSU-Pueblo auditor position are scheduled and there are several well-qualified candidates.

Ms. Horn indicated that, based on the Evaluation Committee's recommendations last year, there have been increased opportunities for professional development for the auditors. These opportunities have been valuable, especially for new staff. A presentation on internal control was presented by Internal Auditing at the Professional Development Institute at CSU-Fort Collins. Ms. Horn offered to provide copies of the presentation.

Ms. Horn reported she is participating on a Risk Management Committee at CSU-Fort Collins. Conversations continue with the Risk Manager and others to better understand and formalize a process to identify and track risks.

Ms. Horn explained that the Internal Auditing Department is conducting a self-assessment and the Institute of Internal Audits has a formal process with strict methodology. An external auditor will be brought in to validate the accuracy of the results. A survey on the Internal Auditing Department will be re-sent to the Board.

With no further business to conduct, Governor Johnson moved to adjourn the Audit and Finance Committee meeting. The motion was seconded and the meeting was adjourned at 1:50 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
REAL ESTATE/FACILITIES COMMITTEE MEETING MINUTES
El Pueblo History Museum, Pueblo, Colorado
February 7, 2013**

CALL TO ORDER

Committee Chair Scott Johnson called the meeting to order at 1:50 p.m.

ROLL

Committee members present: Scott Johnson, Chair; Ed Haselden; Frank Zizza; Kandi Brown; Regina Martel; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation (assigned staff).

Governors present: Dennis Flores; Dorothy Horrell; Mary Lou Makepeace; William Mosher; Demetri “Rico” Munn; Joseph Zimlich; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo.

Administrators present: Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests: Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Bruce Gifford, Dean of Student Services and Enrollment, CSU-Pueblo; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Lynn Johnson, Chief Financial Officer, CSU-Fort Collins; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Jennifer Mullen, Chief of Staff, CSU-Pueblo; Amy Parsons, Vice President of Operations, CSU-Fort Collins.

Committee Chair Johnson asked for a motion to convene in Executive Session. **Motion/Action:** The motion to move into Executive Session was made, seconded and unanimously carried. CSUS General Counsel Nosler read the meeting into Executive Session for the purpose of discussions relating to the purchase of property for public purpose or sale of property at competitive bidding if premature disclosure of such transaction would give a competitive advantage to the other party, confidential pursuant to C.R.S. § 24-6-402 (3) (a) (I) (2012).

The Executive Session was adjourned at 2:10 p.m. and the Open Public Meeting of the Real Estate Committee reconvened.

President Tony Frank, CSU-Fort Collins, explained the Bay Farm Bike Trail Easement resolution to relocate a bicycle/pedestrian trail. **Motion/Action:** Governor Haselden made the motion to move forward the resolution for Board approval. Governor Brown seconded and the motion was carried.

Amy Parsons, Vice President of Operations, CSU-Fort Collins, reported three program plans are being developed to be presented at the May Board meeting. She noted approval of the program plans is not approval of the funding, which would occur at a future meeting.

With no further business to discuss, Governor Haselden moved to adjourn the meeting. Governor Brown seconded and the meeting was adjourned at 2:20 p.m.

**BOARD OF GOVERNORS OF THE
COLORADO STATE UNIVERSITY SYSTEM
BOARD OF GOVERNORS MEETING MINUTES
Occhiato University Center, CSU-Pueblo
February 8, 2013**

CALL TO ORDER

Chair Joseph Zimlich called the meeting to order at 8:16 a.m.

ROLL

Governors present: Joseph Zimlich, Chair; Dorothy Horrell, Vice Chair; Ed Haselden, Treasurer; Mary Lou Makepeace, Secretary; Dennis Flores; Scott Johnson; William Mosher; Demetri “Rico” Munn; Carole Makela, Faculty Representative, CSU-Fort Collins; Richard Weinberger, Faculty Representative, CSU-Global Campus; Frank Zizza, Faculty Representative, CSU-Pueblo; Kandi Brown, Student Representative, CSU-Global Campus; Logan Gogarty, Student Representative, CSU-Pueblo; Regina Martel, Student Representative, CSU-Fort Collins.

Administrators present: Tony Frank, President, CSU-Fort Collins; Lesley Di Mare, President, CSU-Pueblo; Becky Takeda-Tinker, President, CSU-Global Campus; Allison Horn, CSUS Director of Internal Auditing; Michael Nosler, CSUS General Counsel; Rich Schweigert, CSUS Chief Financial Officer.

System Staff present: Adam Fedrid, IT Manager; Melanie Geary, Executive Assistant to the Chancellor; Allen Sneesby, IT Technician; Sharon Teufel, Executive Assistant to the Board of Governors.

Guests: Hector Carrasco, Dean, College of Education, Engineering & Professional Studies, CSU-Pueblo; Johnna Doyle, CSUS Deputy General Counsel, CSU-Pueblo; Chris Fedrich, Interim Director of Auxiliary Services, CSU-Pueblo; Joe Folda, Athletic Director, CSU-Pueblo; Erin Frew, Assistant Provost, CSU-Pueblo; Bruce Gifford, Dean of Student Services and Enrollment, CSU-Pueblo; Kyle Henley, Director of Public Relations, CSU-Fort Collins; Martin Hanifen, Vice President of Finance and Administration, CSU-Pueblo; Kathleen Henry, President/CEO, CSU Research Foundation/CSU Foundation; Blanche Hughes, Vice President of Student Affairs, CSU-Fort Collins; Nancy Hurt, Managing Director, CSU Research Foundation; Jason Johnson, CSUS Deputy General Counsel, CSU-Fort Collins; Sylvester A. Kalevela, Department Chair, ETC/AIM, CSU-Pueblo; Rick Kreminski, Interim Provost and Vice President of Academic Affairs, CSU-Pueblo; Patti Milner, Program Manager, Continuing Education, CSU-Pueblo; Rick Miranda, CSUS Chief Academic Officer and Provost and Executive Vice President, CSU-Fort Collins; Kristina Proctor, Dean of Graduate Studies & Research, CSU-Pueblo; Tracy Samora, Director of Alumni Relations, CSU-Pueblo; Katie Velarde, Finance Manager, Continuing Education, CSU-Pueblo; Marjorie Villani, Associate Dean of Student Services, CSU-Pueblo.

PUBLIC COMMENT

Chair Zimlich opened the meeting by asking for public comment, of which there was none offered.

CHAIR’S AGENDA

Chair Zimlich reported the February 6-7 Board Retreat was productive and reviewed the Board Retreat objectives.

He announced the Senate confirmed the three new Board members: Mark Gustafson, Bill Mosher and Rico Munn. The Senate also confirmed the second terms for Chair Zimlich and Vice Chair Horrell. Chair Zimlich noted, with these appointments, the Board is at full membership.

Chair Zimlich reported the Board officers are typically elected in May. Rather than assigning committee membership for one meeting, the committee assignments will be addressed at either the May or June meeting. Chair Zimlich reviewed upcoming calendar events including the 1870 Dinner, February 9; Founders Day at the Capitol, February 12; the Association for Governing Boards Conference, April 21-22; and the CSU-Pueblo President's Gala, May 17.

EXECUTIVE SESSION

Chair Zimlich asked for a motion to move into Executive Session. **Motion/Action:** Governor Johnson made the motion, Vice Chair Horrell seconded and the motion was carried. General Counsel Nosler read the grounds for convening the meeting in Executive Session at 8:22 a.m. (see: Notice of Meeting) The Executive Session adjourned at 9:50 a.m. and the regular Open Public Meeting was reconvened after a short break at 9:58 a.m.

FACULTY AND STUDENT REPORTS

Governor Frank Zizza, Faculty Representative, CSU-Pueblo, provided updates from his written report on the work and timelines for the University Budget Board and the work of the Retention Task Force with action plans to be announced on campus February 11th. He reported that, at the request of President Di Mare, ten nominations from the Faculty Senate were submitted for the selection of two representatives to participate in the upcoming strategic planning process. Governor Zizza reported the General Education Board in the Faculty Senate is presenting workshops on assessment and there will be a lecture series.

Governor Zizza provided an overview of the work done by the Chairs on updating the GT Pathway courses and general education syllabus to identify student learning outcomes for those courses. He reported the Academic Program & Standards Board is working on the admissions policy with conditional parameters based on index scores. Governor Zizza commented that there was a significant drop in student enrollment for nonpayment, but the policies enacted have resulted in a better process.

Governor Carole Makela, Faculty Representative, CSU-Fort Collins, reviewed highlights from her written report on the new undergraduate and graduate programs, the new special academic unit, and the renaming of the College of Applied Human Services to the College of Health and Human Services. She commented on the success of the mid-January Professional Development Institute and reviewed continuing items being addressed by the Faculty Council that include the policy for multi-year contracts and standards for the awarding of university sanctioned academic certificates.

Governor Makela announced a new campus competition to identify a CSU tartan plaid in the university's colors. She explained a new program for child care services in the library to provide study time for student parents that is available through the Office of Adult Learners and Veterans Services. Governor Makela reported the influenza activation system initially developed three years ago to provide awareness of symptoms has been reactivated based on a notice of concern sent out by Larimer County.

Governor Dick Weinberger, Faculty Representative, CSU-Global Campus, commented on relating the business model of the CSU-Global Campus to the educational mission. He recounted how CSU-Global Campus transforms lives of non-traditional adult learners. With the emerging field of online education,

Governor Weinberger reported CSU-Global Campus is focused on continually raising the standards for the faculty and students.

Governor Weinberger reviewed from his written report the faculty demographics and the expectations and goals to increase student performance from the first week of class through the end of course wrap-up. She explained that the CSU-Global Campus faculty alert system is in real time and available 24/7 for immediate intervention for students with problems. Governor Weinberger commented that CSU-Global Campus faculty knows engagement is important to the success of the students.

Governor Logan Gogarty, Student Representative, CSU-Pueblo, reviewed highlights of his written report including the upcoming Presidents' Dinner; efforts to increase security with the Wolfie's List; projects being undertaken by Pueblo City Center Partnership Board; the efforts of the Parking Task Force to address campus parking issues; preparations for an upcoming ASG interactive forum; an update on the Pepsi Grant communication kiosks; and work with the Alumni Association to expand the OOHLALA mobile application discount program to alumni. He reported a leadership retreat was held in Boulder and explained that changes in bylaws have created an opportunity for the Student Fee Governing Board to get input from students on student fees through various committees.

Governor Gogarty commented on plans for a Spirit Rock to create a good visual and to improve student life. He reported on the work of the Marketing Task Force Committee with college students from local high schools assisting with recruitment; the effectiveness of the University Budget Board; and efforts of the OUC Advisory Committee to create a space in the basement or "the underground" of the student center for a place for students to relax. Governor Gogarty remarked on plans for monthly "Pizza with the President" events and a contest for alumni and students to create a list of "33 things to do before you graduate."

Governor Regina Martel, Student Representative, CSU-Fort Collins, provided an update on the Associated Students of CSU (ASCSU) operating budget with a Fee Task Force working on recommendations for the next semester and commented on the preparation of an accountability report for the semester. She reported on attendance at the budget retreat and the introduction by the ASCSU Senate of Resolution 4205 with a recommendation in changes in the summer fee structure. Governor Martel noted the attachments in her written report include a response to a request from the National Campus Leadership Council to comment on gun violence and a "Welcome" email to students for the spring semester.

Governor Martel reported an ASCUS spring retreat was held to set goals and include presentations by alumni to address life after college. She commented on HB13-1151 which creates a sale and use tax holiday for textbooks and on the annual Advocacy Day at the Capitol planned for March. Governor Martel reported there was a new director for RamRide and policies for screening drivers and emergency protocols are being reviewed. She reported the Late Night Bus Route is doing well and overnight parking vouchers for downtown are available for \$5. Governor Martel concluded her report with comments on the renovations on Senate Chambers in the Lory Student Center.

Governor Kandi Brown, Student Representative, CSU-Global Campus, pointed out the "Student Success and Advancement" demographics in her written report. She reviewed the enrollment and advising tools outlined under "Academic Excellence". Governor Brown explained social media efforts to strengthen stakeholder engagement with the university and peers outside of the classroom.

Governor Brown distributed a "Save the Date" for the upcoming graduation with invitations to follow.

A video as part of an initiative for students to tell their stories was shared. Discussion followed on the differences in academic and financial advising for the CSU System campuses.

CHANCELLOR'S REPORT

Updates: Chancellor Michael Martin commented on how the work done at all of the campuses is about transforming lives and noted the great work done at CSU-Global Campus to serve nontraditional students. He provided an update on the work of the CSU System-wide Online Task Force to provide excellent online education efficiently and effectively. Chancellor Martin reported efforts continue at CSU-Pueblo on a sustainable financial plan and to recharge faculty. He noted CSU-Global Campus continues to explore new, innovative ways to directly support its own growth as well as the other campuses and the CSU System.

Chancellor Martin commented on his community engagement efforts; the opinion piece included in the Board book and the importance of education leaders to offer opinions; and the continuing legislative work by the CSUS Legislative Committee. He reported on his attendance at the Complete College America conference in New Orleans; his work as a member of the board of the Farm Foundation in Chicago; and his intent to join the Business in Higher Education Forum to draw on experience from colleagues in the business and education continuum.

South Metro Project: Chancellor Martin explained the CSU System was approached by the leadership of southern metropolitan areas to consider a multi-institutional arrangement to create hybrid courses and curriculum for educational opportunities closer to home in two of the faster growing counties in the state. The proposed South Metro Project would create an opportunity to draw on resources across the CSU System. President Takeda-Tinker commented on the need and potential physical sites. President Di Mare remarked on the opportunity for CSU-Pueblo and CSU-Global Campus to work together.

Chancellor Martin explained a feasibility analysis has been done on the programs and the business model is now being explored with no action to be taken until a plan has been presented for endorsement by the Board. He noted, in his judgment, this is a better model for expanding educational opportunities without expanding individual parts of the system and provides an opportunity to think about higher education in terms of a system with a small "s".

Senate Bill 13-33: Chancellor Martin commented on how education is transformational and improves the world. He reported legislative analysis projects that if SB13-33 is passed, initially there would be about 500 students impacted with approximately 250 annually thereafter. Chancellor Martin explained the resolution being presented for discussion was drafted on behalf of CSU-Fort Collins and CSU-Pueblo and was recommended by the campus leaders.

Chair Zimlich opened the floor for comments by the Board. After discussion, Chair Zimlich called for the vote. **Motion/Action:** Governor Flores moved to adopt the resolution and Governor Makepeace seconded. The motion carried with Governor Johnson opposed and Governor Haselden abstaining.

PRESIDENTS' REPORTS AND CAMPUS UPDATES

CSU-Pueblo: President Lesley Di Mare reported a campus Online Teaching Task Force was appointed and is working with the larger CSUS Online Task Force; the policy for dropped enrollment due to nonpayment has been revised; a Marketing Task Force has been appointed; a Retention Task Force has been appointed and is working with a consultant with a report to be made to the Board upon implementation of all the recommendations; and students are pleased with the work of the Parking Task

Force. President Di Mare noted that even with a drop in enrollment, \$26.2 million was collected for the fall 2012 enrollment with 4,800 students. She commented there will be adherence to the policy and explained efforts to work with students on payment plans.

President Di Mare reported a Faculty Workload Study Committee is working with the Provost and a subcommittee of the University Budget Board on teaching loads for the coming fall semester. She outlined the short term areas and the long term issues to be addressed by the University Budget Board.

President Di Mare explained focus areas and new initiatives for increasing revenue, recruitment and enrollment. Strategies include increased marketing; expanding merit and reciprocity scholarships; working with veterans on hybrid and online courses; developing more activities to draw in students and expanding the number of orientation sessions to four and a welcome week; expanded use of student hourly staffing at the Visitor Center with training to be ambassadors to relay information and provide tours; and develop a student-created video and website content.

CSU-Fort Collins: President Tony Frank reported former CSU President Bill Morgan and his family will be honored as this year's Founder's Day medal recipient. He provided an overview of campus activities for celebrating Founder's Day.

President Frank noted his written report provided details on awards received that demonstrated excellence in teaching and research. He highlighted awards related to the National Western Stock Show (NWSS) and reported the university is working with the City of Denver and the NWSS Executive Committee on the NWSS site redevelopment. President Frank pointed out the service and community efforts relative to the drought with reactivation of the drought website and work through the extension office. He explained that the CSU Colorado Water Institute is responsible for providing data as required by HB 12-1278.

On fundraising and philanthropy, President Frank pointed out Mr. Dennis Repp pledged \$1.25 million for the College of Applied Human Services. The stadium fundraising is in the silent phase with numerous appointments scheduled; fundraising materials have been prepared; and there is a good fundraising plan. President Frank concluded his report by noting that international enrollment in INTO program has increased by 186 students.

CSU-Global Campus: President Becky Takeda-Tinker reported there were 1,016 new students for the January term that generated revenue of \$21.5 million and \$7.1 million in net income and CSU-Global Campus has graduated 1,524 students to-date. A Massive Open Online Course (MOOC) on strategic innovations and ideas has been launched with 500 students from every continent. Assessment for students who want to test out for credits is being offered and those students will be targeted for enrollment marketing.

President Takeda-Tinker reported the CSU-Global Campus Business Management Class ranked 7th in the recent *U.S. News & World Report* rankings and ranked in the top 123 for the graduate business and graduate education programs. Efforts on the re-enrollment initiative continue and new organizational training opportunities include the largest health care provider in the state as well as the largest city and county. Meetings are being held to discuss moving forward with the South Metro initiative.

The Open Public Meeting was recessed for lunch at 11:58 a.m. and reconvened at 12:15 p.m.

COMMITTEE REPORTS

Evaluation Committee: Committee Chair Flores announced a new contract through December 31, 2017, was successfully negotiated with President Tony Frank, CSU-Fort Collins. He commented the new contract reflects that the Board is pleased with President Frank's leadership; confirms that the CSU System is moving in the right direction; and provides stability for the CSU System and the Board. Committee Chair Flores noted this also provides President Frank the opportunity to be a leader in higher education with a local and national platform. President Frank thanked the Board and Chancellor Martin for their confidence in him and the leadership at CSU. Governor Zizza thanked President Frank for his leadership at CSU-Pueblo. Chancellor Martin expressed his gratitude and appreciation to President Frank.

Academic and Student Affairs Committee: Committee Chair Horrell reported the committee favorably advanced two items for the Consent Agenda. The first item was the name change from the College of Applied Human Services to the College of Health and Human Services. Committee Chair Horrell commented on how the change reflects that 80% of the students in the collage are studying programs that have a health impact. The second item was the approval of degree candidates for the Winter C Term (ending 3/3/13) for CSU-Global Campus.

Committee Chair Horrell reported the committee received good sabbatical leave reports from CSU-Fort Collins and CSU-Pueblo. She explained the approval of sabbatical leaves was delegated to the campus presidents and the reports provide an opportunity for the Board to be informed on the important work that is done during the sabbatical leaves.

Audit and Finance Committee: Chair Haselden indicated that the committee received reports on the status of the 2012-13 audit plan; the status of past due recommendations that are all progressing satisfactorily; and staffing issues. He reported the CSUS Chief Financial Officer provided an update on the state budget with possible additional higher education funding for next fiscal year state budget. The committee received current budget updates and reviewed the 2012-13 second quarter consolidated income statement. An action item for refunding the current bond debt was advanced for approval.

Real Estate/Facilities Committee: Committee Chair Johnson reported the committee convened and moved immediately into Executive Session. One action item on a bike path easement was advanced for approval.

RESOLUTIONS

General Counsel Nosler read the matter for action to grant an easement to the City of Fort Collins for a bicycle/pedestrian trail across the area known as the Bay Farm. **Motion/Action:** Governor Johnson made the motion, Vice Chair Horrell seconded, and the motion passed unanimously.

General Counsel Nosler read the matter for action of approval of acceptance of gifts and the naming in recognition of gifts relating to the Engineering II Building in the College of Engineering at CSU-Fort Collins as discussed in Executive Session. **Motion/Action:** Governor Flores made the motion, Governor Makepeace seconded, and the motion carried unanimously.

General Counsel read the matter for action of awarding an honorary degree, Doctor of Humane Letters, Honoris Causa at CSU-Fort Collins at the May 2013 commencement as identified and discussed in Executive Session. **Motion/Action:** Governor Flores moved to approve, Governor Johnson seconded, and the motion passed unanimously.

General Counsel read the second matter for action of awarding an honorary degree, Doctor of Humane Letters, Honoris Causa at CSU-Fort Collins at the May 2013 commencement as identified and discussed in Executive Session. **Motion/Action:** Vice Chair Horrell moved to approve, Governor Johnson seconded, and the motion passed with one abstention.

General Counsel read the third matter for action of awarding an honorary degree, Doctor of Humane Letters, Honoris Causa at CSU-Fort Collins at the May 2013 commencement as identified and discussed in Executive Session. **Motion/Action:** Governor Johnson moved to approve, Vice Chair Horrell seconded, and the motion passed unanimously.

General Counsel reported the next matter of action was recommended by Audit and Finance Committee for approval of the issuance of the sixth supplemental resolution authorizing issuance of the Series 2013 revenue bonds. **Motion/Action:** Governor Makepeace made the motion, Governor Flores seconded, and the motion passed unanimously.

General Counsel reported the next matter of action was the resolution to support HB 13-33 that was approved during the Chancellor's report.

General Counsel reported the final action item was the certification and adoption of the Consent Agenda. **Motion/Action:** Governor Makepeace moved to approve, Vice Chair Horrell seconded, and the motion was unanimously carried.

BOARD MEETING EVALUATION

Chair Zimlich reported there was an evaluation session the previous day on the retreat and asked for comments on the Board meeting. Vice Chair Horrell noted there was discussion that it would be helpful to receive the documentation for the Executive Session in advance. General Counsel Nosler indicated the materials would be sent with the Board books.

Chair Zimlich noted Governor Brown during her report had invited the Board to attend the CSU-Global Campus commencement on June 1. He added that graduation for CSU-Pueblo is scheduled for May 4 and CSU-Fort Collins' commencement will be held May 17-18. Chair Zimlich commented that participation in commencement is rewarding for both the Board and the students and encouraged the Board members to participate as allowed by their schedules.

With no further business to come before the Board, the meeting was adjourned at 12:34 p.m.